

Public Service Agreement 2010-2014 (Croke Park Agreement) Action Plan

Office of Public Works

1. Summary of Main Progress Achieved in the Six Month Period April 2011 to September 2011

Action 1 - Operate within Government's Employment Control Framework – Currently operating below ECF limit.

Action 2 - Increase flexibility and mobility across sectoral, organisational and professional boundaries - 2 staff members assigned to OPW under re-deployment. Further re-deployment opportunities under discussion with D/ECLG.

Action 4 - OPW will continue to strengthen the Performance Management & Development System in operation in the Office - Workshops have commenced on handling under-performance

Action 7 - Participation in FAS Work Placement Programmes and JobBridge Initiative - 15 Positions advertised under the Work Placement Programme and a further 38 placements have been advertised under the Job Bridge Initiative.

Action 12 - Service delivery Options

- The NPS has put 45 framework agreements in place since its establishment. The annual estimated value of these 45 framework agreements is approximately €460 million.

- Ely Place automated gate installed

- Automated control of building maintenance system in Áras Mhic Diarmada completed in advance of target date

Action 13 - Replace, on a phased basis, services provided by gauge readers with digital data collection - Preparation for the implementation of this action is underway and digital data collection is now in place at c. 95 % of OPW hydrometric gauging stations.

Action 14 - Management and Rationalisation of OPW Property Portfolio - 6 leases surrendered to date in 2011. Rent reductions to the value of almost €1.5m have been achieved to date in 2011.

Action 19 - Full implementation of the Optimising Power @ Work campaign -

- 171 Large Buildings actively targeted (out of total of 250)

- 18.08% energy saving, (target 20% for current programme)

- €2.58 million savings for last 12 months

Action 21 - Customer and Supplier focused services:

- Standard based frameworks for rapid tendering of commodity and specialist goods and services - on target for end year
- Standardised legal competition documents were launched in June 2011 and are now available for use throughout the Public Sector.
- Facilitation of procurement education and development programme for the public service - ongoing and on target

Action 22 - Maximising strategic sourcing in the procurement area - NPS has run 11 competitions to date spanning all sectors of the public service.

Action 23 - Negotiate savings from the top companies doing business with the public sector - Minister and Officials commenced negotiations with top suppliers in September 2011.

Action 31 - Continued development and refinement of Project Management systems - A review of the procedures for procurement of construction consultant commissions below €50k is underway with a view to streamlining and improving the existing process.

Action 32 - Move to Open Source software -

- Currently 800 OpenOffice users in OPW.
- Piloting open source document management system (Alfresco) in Engineering Services.
- Investigating options for deploying open source e-mail system.
- New open source phone system went live in Botanic Gardens in September 2011.

Action 33 - Ensure that mobile phones and Portable Digital Assistant devices are included on centrally-negotiated Framework agreement contracts to achieve best value for money – This action has been completed in advance of target date.

Action 35 – Customer focused service delivery in the area of Heritage Services

A social media pilot project has been in operation in Castletown House for approx. 6 months.

A major signage project to improve information for tourists/visitors is in the planning/design stages and will be rolled out during 2012.

The OPW is co-operating with other Government Departments and Agencies to improve facilities for tourists/visitors

The OPW is also co-operating with local community groups with a view to involving them in improving tourists/visitor facilities.

Action 36 - Customer focused service delivery Flood Risk Management area

Archived hydrometric data - Web dissemination functionality has been procured

Real time hydrometric data - Real time data pilot project has been successfully completed

Flood Risk Management Plans - Four of the studies that will deliver flood maps and Flood Risk Management Plans have already been commissioned

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2. Detailed Progress Update for the 6 - months – April to September 2011

1 Better human resource management *Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management, etc.*

	Terms of the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
1.	1.5 4.1	Operate within Government's Employment Control Framework	From 1893 in Q1 to Q4 2011 – 1857 Q4 2012 – 1853 Q4 2013 – 1840 Q4 2014 - 1824	On Target. Currently operating below the ECF limit.
2.	1.1 1.7 4.3 4.4. 6.3	Increase flexibility and mobility across sectoral, organisational and professional boundaries <ul style="list-style-type: none"> Initiate discussions with unions/D.Finance and other interested parties to develop frameworks and structures to facilitate cross stream reporting and promotions. The OPW will be amenable to accept staff on deployment from other Departments/Offices/Agencies/Bodies 	Q1 2011 Q1 2011 and ongoing	Already facilitate cross-stream reporting. <i>Awaiting outcome from CPSA recommendations to D/PER on cross stream promotions.</i> 2 staff members assigned to OPW under re-deployment. Further re-deployment opportunities under discussion with D/ECLG.
3.	1.10 1.11 4.3 4.4 4.13 6.3.1 6.3.3	Internal Flexibility & Sharing of Services <ul style="list-style-type: none"> Regionalisation and/or centralisation of common office activities to compensate for natural wastage and achieve increased efficiency. Maintain or enhance front line staffing and service delivery while achieving the 	CEW integrated with BMS effective from Q4 2010. Reorganisation of Regional payroll mid-to Q4 2012. Limerick Regional Office and Workshop	CEW and BMS integration completed This work is on-going and on target. This work is on target. Workshop required re-fitting to suit Carpentry Unit prior to its move. Refitting complete and

		<p>Government's target for reduction in staffing, through sharing of back office support activities.</p> <ul style="list-style-type: none"> Rationalise the number of OPW offices throughout the country to the optimum distribution for continued service delivery. Provide for reporting to work sites rather than depots 	<p>to move to Mungret by end 2011.</p> <p>Reduction of Drainage Regional Centres from 4 to 3 by end Q1 2011 and further proposals to be developed</p> <p>Rationalisation of staffing structure in Hydrometric, Hydrology and Flood Response, and Coastal Protection Services resulting from vacancies at Engineer Grade I and Engineer Grade II level.</p>	<p>Carpentry Unit has moved. Office space has been vacated at Mungret to facilitate the arrival of staff from Regional Office.</p> <p>This work is on-going and on target</p> <p>Re-assignment of sanctioned vacancies to other areas of Engineering Services. Action completed Q1 2011.</p>
4.	1.13 4.12	OPW will continue to strengthen the Performance Management & Development System in operation in the Office	Ongoing	<p>A sub-committee of Partnership was established to consider how PMDS could be better applied to the strategic management and delivery of the Office's objectives and to the development of the skills and competencies required by staff in delivering those objectives. The sub-committee's report is imminent, and recommendations arising from the report will feed into the Office's campaign to strengthen PMDS within the organisation</p> <p>In accordance with Guidelines issued by D/PER training workshops have commenced on tackling under-performance, the outcome of which will feed into strengthening the PMDS within the Office.</p>
5.	1.12 1.13 4.4 4.13 4.14	All staff on Time and Attendance System	Completed by Q1 2012	<p>Almost 60% of Established staff on Time & Attendance System. Discussions with Unions on the roll out to Professional & Technical staff to commence within the coming weeks.</p>

6.	1.1 1.13 4.4 4.11	To actively seek to Rationalise Grading Structures in consultation and collaboration with the Department of Finance and other Departments in similar grading structures.	2011-2014	Work has commenced on the examination of grading structures. Contact will be made by the OPW with the Department of Public Expenditure & Reform over the coming months to progress this action.
7.	4.18	Participation in FAS Work Placement Programmes and JobBridge Initiative	Q1. 2011 - Up to 25 placements	<p>The OPW is committed to providing meaningful and relevant work experience to graduates and other job-seekers. 22 Graduate Architects are currently placed with OPW under the RIAI/OPW Graduate Architect Training Programme. In addition, 12 Graduate Engineers are also placed at present under Engineers Ireland /OPW Graduate Engineer Training Programme and a further intake of 8 graduates is underway. 15 positions have been advertised under the FAS Work Placement Programme. The placements available are within the Estate Portfolio Management function and cover areas such as fire engineering, autocad, architectural technology, landscaping and building surveying. A further 38 placements have been advertised under the National Internship Scheme – Jobbridge. These placements will be within all functional areas of the OPW and while covering similar areas of work as the FAS Work Placement Programme will in addition provide experience in hardware support, web development, art administration and conservation, procurement and history of architecture.</p> <p>2 placements commenced mid September, 2011 a further 7 are due to commence mid to late October. Interviews are continuing in relation to the remainder. It is anticipated that all placements will be made by year end.</p>
8.	1.11 4.4 4.15	Actively pursue opportunities for shared services with other public service bodies <ul style="list-style-type: none"> • Participate in HR Shared Services Initiative 	2011-2014	<p>OPW Architectural staff are providing tutoring for Department of Social Protection staff (150 of their Welfare Officers to date) in Safepass (Safety and Health on construction sites).</p> <p>The OPW is co-operating with any requirements and is participating on the interdepartmental evaluation committee for HR shared services. We look forward to participating fully in the initiative when devised.</p>
9.	1.10 4.7 4.8 4.9	Review atypical work patterns to ensure alignment with business needs	2011-2014	This work is on-going and on schedule.

10.	1.13 4.10	Proactive Sick leave management <ul style="list-style-type: none"> • Contribute to achievement of the Civil Service wide objective of reducing sick leave by 10% 	Ongoing	Ongoing
11.	1.23 1.25 1.27 4.5	Provide for stable industrial relations through well developed communication	Ongoing	2 meetings of the Partnership Committee and 2 meetings of Departmental Council were held in the 6 month period to end September 2011. In addition 1 meeting of the Sub-Group of Departmental Council took place to consider the Progress Report under the Action Plan for Change. The sub-group was also consulted by email from the date of receipt of the request for a report.
12.	1.10 4.1 Paragraph 4 - Appendix: Service delivery Options	Service delivery Options <ul style="list-style-type: none"> • Identify areas where potential exists for in-sourcing/outsourcing opportunities for example in relation to <ul style="list-style-type: none"> • Standard goods and services • Standards based or framework arrangements for specialist services • Extending existing outsourcing arrangements • Enhance service through designated or one stop shop type service for clients • Identify areas where technical solutions can be used to release staff for higher priority work. 	2011-2014 Automated gate control in Ely Place and Iveagh House by end Aug 2011 Automated control of building maintenance system in Áras Mhic Diarmada end 2011 Replace manned outsourced security with automated or remote security where	The NPS has put 45 framework agreements in place since its establishment. These procurements have resulted in numerous contracts being awarded to date. For example, the electricity framework agreement alone has resulted in 151 contracts to date across the Public Sector. The annual estimated value of these 45 framework agreements is approximately €460 million. Ely Place automated gate installed – Iveagh House works are being procured by the Department of Foreign Affairs and Trade. This work has been completed in advance of the deadline and staff resources released for other duties. This work is on-going and on target.

			appropriate by end 2014	
13.	1.4 1.9 1.10 4.13	Replace, on a phased basis, services provided by gauge readers (who are currently employed on a part-time basis by Hydrometric Section) with digital data collection.	2011-2014.	This work is on-going and on target. Preparation for the implementation of this action is underway and digital data collection is now in place at c. 95 % of OPW hydrometric gauging stations.

2. Better Business Processes *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.*

	Terms of the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
14.	1.9 4.4 4.13	Management and Rationalisation of OPW Property Portfolio <ul style="list-style-type: none"> • Assessment of the overall approach to the management of the property portfolio, e.g., centralised, regional, etc. • Surrender of Leases due to expire • Disposal of surplus owned properties • Disposal and/or reassignment of property released due to the reconfiguration of/reduction of office space by Government Departments and Offices • Move to more energy efficient buildings • Convert higher cost leases to lower cost leases where opportunities arise 	Ongoing	This work is on-going and on target. 6 leases surrendered to date in 2011. In 2010, OPW surrendered office accommodation in excess of 27,000 sq.m. (including 630 car spaces), yielding rental savings of circa €8.75m. Rent reductions to the value of almost €1.5m have been achieved to date in 2011.
15.	1.1 1.10 4.1 4.3 4.15	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.	Timeframe Q1 2011 and dependent on implementation of the directive role for OPW	Discussions ongoing with the Department of Finance.
16.	1.9 4.4	Examine Space Allocations available to Civil Servants	Subject to directive	Preparatory work is on-going. 50 large office accommodation

	4.13	<ul style="list-style-type: none"> Review amount of space allocated per person Encourage greater use of 'open-plan' accommodation 	role being granted to commence Q2. 2011	buildings in the Dublin portfolio have been surveyed.
17.	1.9 4.3 4.4 4.13 4.14	Input to review, amendment and updating Department of Finance circular 1/94 to formalise OPW's control and responsibility for building maintenance.	2011 -2012 Implementation dependent on approval of proposal by the Department of Finance	Department of Finance draft revised Circular 1/94 received 30.09.11. Observations being sought from all OPW stakeholders, before responding.
18.	1.9 4.1	Implement Smarter Travel recommendations for a moratorium on provision of car parking spaces in urban areas.	Ongoing as leases/rents become due for review or termination	This work is on-going and on target.
19.	1.9 1.12 4.1	Full implementation of the Optimising Power @ Work campaign	Current Implementation Programme to 2012. Subsequent programme to follow.	171 Large Buildings actively targeted (out of total of 250) 18.08% energy saving, (target 20% for current programme) €2.58 million savings for last 12 months
20.	1.12 4.3 4.4 4.14	Following consideration of performance and efficiency of existing contracts, roll out measured term maintenance contract (currently Dublin only) to rest of country.	2012 – 2014	The roll-out is currently in the planning stages and will require improvement to ICT systems.
21.	1.10 4.1 4.3 4.13 4.14	Customer and Supplier focused services: <ul style="list-style-type: none"> Standard based frameworks for rapid tendering of commodity and specialist goods and services e.g Energy Frameworks, Stationery Contract, Office Machinery etc. 	Multiple Frameworks being established each year. Uptake of central framework by client bodies in line with National Procurement Services performance indicators.	This action is on target for end of year. Significant frameworks and numerous contracts are now in place serving Central Government Departments/ the Local Authority sector/ the Education Sector including Universities, VEC's etc./ Defence Forces/ Security Services and the HSE. The OPW uses these frameworks for its own procurement. Within the Centre for Management and Organisation Development (CMOD) framework mobile phones, PCs and laptops are procured through centrally agreed framework agreements

	<p>1.10 4.1 4.14</p> <p>1.13 4.13</p>	<ul style="list-style-type: none"> • Production of suite of standardised legal documents for use throughout the public service • Facilitation of procurement education and development programme for the public service 	<p>January 2011 for central Government documents Mid-late 2011 for remaining public service sectors</p> <ul style="list-style-type: none"> • 3 "Excellence in Public Procurement" seminars to be delivered to public sector buyers per year. • 5 buyers' workshops to be delivered in 2011. • 10 Supplier education interventions per year. 	<p>Standardised legal competition documents were launched in June 2011 and are now available for use throughout the Public Sector. Further suite of standardised Framework Agreement legal documents will be available before the end of 2011. The standard suite of documentation is being used within the Corporate Services area of the OPW for the procurement of Health Screening Services and ICT equipment.</p> <p>This work is on-going and on schedule.</p>
22.	<p>1.10 1.11 4.1 4.14 4.15</p>	<p>Maximising strategic sourcing in the procurement area</p>	<p>Late 2010 and through 2011 & 2012</p>	<p>This work is on-going and on schedule. For example, the NPS has run 11 competitions to date spanning all sectors of the public service. Under the frameworks 11 competitions were organised (5 Electricity and 6 Natural Gas) that resulted in the award of 225 contracts (151 Electricity and 74 Natural Gas) covering 7439 metered sites and 1300 un-metered sites across all sectors of the public service.</p> <p>An estimated 10,000 metered sites remain outside the NPS framework contracts. These are expected to be accommodated under the NPS frameworks by the end of 2012 as the organisation of competitions continues.</p> <p>While this complex exercise has had many direct benefits it has, perhaps most importantly, demonstrated to the public service the benefits of collaboration and the power of approaching the market</p>

				place in a unified and professional manner. It is likely that the work done on this energy project will act as a platform for many future collaborative projects across the public service.
23.	1.4 1.9	Negotiate savings from the top companies doing business with the public sector.	Late 2011	Minister and Officials commenced negotiations with top suppliers in September 2011.
24.	1.10 1.12 4.13	Redesign and relaunch eTenders website	Mid 2011	eTenders website is fully operational and is currently one of the top international Portals in the EU. As we are obliged under EU Directive rules to re-tender for this portal the NPS tendered for a replacement with enhanced functionality. Following an unanticipated legal challenge the competition was withdrawn and re-issued. The target date is now first quarter 2012 for the contract to be in place. ¹
	1.10 1.12 4.13	Launch of National Procurement Service website	Q1 2011 and ongoing thereafter	Website launched – see www.procurement.ie
25.	1.9 4.13 4.14	Establish the Irish national multi-stakeholder e-Invoicing forum. Report to the European forum on progress.	Forum established end May 2011 Pilot e-Invoicing in place in OPW Mid 2012	Work is proceeding to put all elements of this project in place. It is anticipated that significant savings will ultimately accrue from this initiative. In addition the NPS is progressing on the introduction of low value purchase cards for use in the Irish Public Service.
26.	1.9 4.13 4.14 4.16	Roll-out of Purchase to Pay System	P2P roll out Q4 2011.	Training to be completed in October and on target to be achieved in 2011.
27.	1.10 4.4 4.13 4.14	Enhance Electronic Information and Document Management Systems across the OPW including the creation and enforcement of standards for managing data and the	2011-2014	Candidate document management system currently being piloted in Engineering Services. A shared filing system for minor capital works projects in the

¹ Subject to no further legal challenges

	4.15	<p>review of business processes that relate to the management and communication of information both within the OPW and with clients and service providers.</p> <p>This will be particularly important in the management of the property portfolio where access to accurate and relevant information is vitally important.</p>		Property Maintenance Regional Offices has been devised to ensure that information on works to OPW property is recorded.
28.	1.13	<p>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.</p>	Ongoing	<p>The NPS continues to use the expertise of sectoral experts/specialists in complex non-routine procurements e.g. energy.</p> <p>The NPS also appointed 6 Buyers, recruited from the Private Sector and will be recruiting further Procurement Managers from open competition during the last quarter of 2011.</p>
29.	1.10 4.14 4.15	<p>Implement Policy in the OPW that electronic Systems and Communications be used in all dealings with suppliers, consultants and contractors</p>	2011-2014	<p>EFT continues to be rolled out for payments and receipts. Purchase to Pay continues to be rolled out. Industrial wages authorisation to go electronic in October 2011.</p> <p>Project Management Services are working towards greater use of tender documentation in electronic format and reducing reliance on paper or physical documentation</p>
30.	1.9 1.10 4.13 4.14	<p>Pilot of new Revised Estimate format with the Finance Group of votes and the Department of Agriculture, Fisheries and Food.</p>	February 2011	<p>This action was completed on time. Estimates published in February 2011. To be rolled out to all Government Departments in 2012.</p>
31.	1.12 4.3 4.4 4.14	<p>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.</p>	Ongoing	<p>Continuing progress. A review of the procedures for procurement of construction consultant commissions below €50k is underway with a view to streamlining and improving the existing process.</p>
32.	1.4 1.10 4.1 4.13	<p>Move to Open Source software in place of proprietary software, where practicable having regard to business needs.</p>	2011-14	<p>Currently 800 OpenOffice users in OPW.</p> <p>Piloting open source document management system (Alfresco) in Engineering Services.</p>

				Investigating options for deploying open source e-mail system. New open source phone system went live in Botanic Gardens in September 2011.
33.	1.4 4.1 4.4	Ensure that mobile phones and Portable Digital Assistant devices are included on centrally-negotiated Framework agreement contracts to achieve best value for money.	Q3 2013	This action has been completed in advance of the target date.

3. Delivering for the Citizen *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.*

	Terms of the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
34.	1.10 4.13	Service Delivery <ul style="list-style-type: none"> Improved Partnership arrangements with Local Authorities for the delivery of Flood Risk Management Measures and both Major and Minor Capital Works Programmes. Increased cooperation with the Environmental Protection Agency (EPA) to deliver the Hydrometric programmes of both organisations more effectively. 	2011 – 2012	<p>Service Level Agreements for operation of non-permanent flood defences under discussion with relevant Local Authorities.</p> <p>OPW and EPA have collaborated in reviewing the OPW and EPA/Local Authority hydrometric gauging networks using an agreed objective scoring methodology. It is expected that this evaluation will result in a reduction in the number of gauging stations currently operated by the OPW (and in the number operated by the EPA-Local Authorities).</p>
35.	1.10 1.12 4.3 4.13 4.14	Customer focused service delivery in the area of Heritage Services <ul style="list-style-type: none"> Introduction of online booking facility for Visitor Services Explore possibilities of the number of ways for visitors to experience Heritage Sites including self guiding and volunteer guides, where appropriate. Provide electronic sales facility at major heritage sites 	End 2012	<p>This work is on-going and on target.</p> <p>A social media pilot project has been in operation in Castletown House for approx. 6 months. A further project will be commenced at the Rock of Cashel over the coming weeks.</p> <p>A major signage project to improve information for tourists/visitors is in the planning/design stages and will be rolled out during 2012.</p> <p>The OPW is co-operating with other Government Departments and</p>

				<p>Agencies to improve facilities for tourists/visitors</p> <p>The OPW is also co-operating with local community groups with a view to involving them in improving tourists/visitor facilities.</p> <p>This work is bench-marked with the Scotland and the UK.</p>
36.	1.10 4.13	<p>Customer focused service delivery Online provision/publication of:</p> <p>Archived hydrometric data</p> <p>Real time hydrometric data</p> <p>Geographical Information Systems</p> <p>Historic Flood maps</p> <p>Modelled Flood maps</p> <p>Flood Risk Management Plans</p> <p>Flood Reports</p> <p>Work programmes</p> <p>Use of smartphone technology (APPS and Quick Response) in Project Management to distribute</p>	<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> <p>Ongoing</p>	<p>Web dissemination functionality has been procured, configuration works are underway and implementation of supporting infrastructure architecture is on target for completion.</p> <p>Real time data pilot project has been successfully completed, and implementation of supporting infrastructure architecture is on target for completion.</p> <p>This work is on-going and on schedule.</p> <p>This work is on-going and on schedule.</p> <p>This work is on-going and on schedule.</p> <p>Four of the studies that will deliver flood maps and Flood Risk Management Plans have already been commissioned and the remaining 2 studies will be commissioned this year as scheduled. A website has been set up to provide public access to maps, Plans and related information.</p> <p>This work is on-going and on schedule.</p> <p>A small number of capital projects in the Flood Relief Schemes Programme are behind schedule due to factors, including difficulties with contractors and landowners and uncertainty regarding future allocations in light of the central Review of Capital Expenditure.</p> <p>This has been introduced and for example is being used as a</p>

		information quickly to the general public and to customers.		method to keep the public informed about current road works in the Phoenix Park.
37.	1.10 1.12 4.13	Guidance on services delivered by OPW <ul style="list-style-type: none"> • Redesign and relaunch OPW websites 	2011 – 2014	Website review has been received and is currently being examined. A decision on its proposals and how the project will proceed will be taken shortly.