

Revised as at 03 May 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 OPW, as set out in our Statement of Strategy is:

To deliver, in support of Government policies, high quality customer services in property, flood risk management, general procurement and heritage in the most sustainable, efficient, and economic way possible.

The main focal points of OPW activity are Property Services, Flood Risk Management, Heritage Services and National Procurement Service. Property Services and National Procurement Service are shared services provided by the OPW to central Government Departments and Offices. This work is supported centrally by Corporate Services.

Property services

The OPW provides property management, property maintenance, architectural, engineering, project management and facilities management services to central Government Departments and Agencies. These functions are provided as a shared service for Government Departments/Agencies thus enabling them to concentrate on their core business.

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.

Heritage Services

The OPW is responsible for the operational management of a large number of key heritage sites and buildings throughout the country. It is charged with the protection and conservation of Heritage sites while at the same time maximising public access wherever possible.

National Procurement Services (NPS)

The procurement of consumable supplies and services is managed by the NPS. The aim is to provide a value for money procurement service to Government departments and their agencies. Since the NPS was established in 2009, it has overseen and supported Government Departments in making savings in the order of €35 million across the public sector.

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.

DRAFT
Public Service (PS) Agreement 2010 – 2014
OPW's Proposed Action Plan for Change

	Terms of the Public Service Agreement 2010 – 2014 Paragraph Nos.	Action	Timeframe	Benefits Arising 2010 - 2014
1. Better human resource management <i>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.</i>				
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	<ul style="list-style-type: none"> Reduction of 69 in authorised numbers in the period 2011 - 2014
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	<ul style="list-style-type: none"> Greater flexibility in delivery of services Enhancement of merit based opportunities for promotions Greater administrative efficiencies
3.	1.10 1.11	Internal Flexibility & Sharing of Services <ul style="list-style-type: none"> Regionalisation and/or centralisation of 	<ul style="list-style-type: none"> CEW integrated 	<ul style="list-style-type: none"> More efficient utilisation of staff,

	Terms of the Public Service Agreement 2010 – 2014 <i>Paragraph Nos.</i>	Action	Timeframe	Benefits Arising 2010 - 2014
	4.3 4.4 4.13 6.3.1 6.3.3	<p>common office activities to compensate for natural wastage and achieve increased efficiency.</p> <ul style="list-style-type: none"> • 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. • 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>with BMS effective from Q4 2010.</p> <ul style="list-style-type: none"> • Reorganisation of Regional payroll mid-to Q4 2012. • Limerick Regional Office and Workshop to move to Mungret by end 2011. • Reduction of Drainage Regional Centres from 4 to 3 by end Q1 2011 and further proposals to be developed • Rationalisation of staffing structure in Hydrometric, Hydrology and Flood Response, and Coastal Protection Services resulting from vacancies at Engineer Grade I Engineer Grade II 	<p>money, property and physical resources.</p> <ul style="list-style-type: none"> • Staff released for front line operations. • Rationalisation will release OPW premises in Limerick (Cecil St. and Mallow St.) for sale or reassignment • Increased specialisation will allow for improved performance and standardisation of operations (same procedures everywhere). • ICT may be deployed on a cost effective basis to further improve efficiency, e.g. helpdesk / dispatcher.

	Terms of the Public Service Agreement 2010 – 2014 Paragraph Nos.	Action	Timeframe	Benefits Arising 2010 - 2014
			level.	
4.	1.13 4.12	OPW will continue to strengthen the Performance Management & Development System in operation in the Office	Ongoing	<ul style="list-style-type: none"> • Improvements in performance management • Improvements in skills base
5.	1.12 1.13 4.4 4.13 4.14	All staff on Time and Attendance System	Completed by Q1 2012	<ul style="list-style-type: none"> • Compliance with the requirements of the Organisation of Working Time Act. • Health and safety., • Facilitate Shared Services Initiative.
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	<ul style="list-style-type: none"> • Reduce administration costs • Optimum deployment of resources
7.	4.18	Participation in FAS Work Placement Programmes	Q1. 2011 - Up to 25 placements	<ul style="list-style-type: none"> • Provide work experience.
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	<ul style="list-style-type: none"> • Reduced administrative costs • Access to public service expertise • Staff resources released for other priority functions
9.	1.10 4.7 4.8 4.9	Review atypical work patterns to ensure alignment with business needs	2011-2014	<ul style="list-style-type: none"> • Optimum deployment of resources

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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	<ul style="list-style-type: none"> Reduction in Absenteeism Better productivity
11.	1.23 1.25 1.27 4.5	Provide for stable industrial relations through well developed communication	Ongoing	<ul style="list-style-type: none"> Improved productivity Improved staff morale Uninterrupted services Increased public confidence
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 <ul style="list-style-type: none"> Automated gate control in Ely Place and Iveagh House by end Aug 2011 Automated control of building 	<ul style="list-style-type: none"> Reduced administrative overheads Reduced costs Greater flexibility of resources Greater efficiency of service for clients

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			maintenance system in Áras Mhic Diarmada end 2011 <ul style="list-style-type: none"> • Replace manned outsourced security with automated or remote security where 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.	<ul style="list-style-type: none"> • Cost Savings • More efficient data collection
2. Better Business Processes <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	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 	Ongoing	<ul style="list-style-type: none"> • More effective utilisation of property • More effective use of staff resources • Reduce Costs - Subhead F3 allocation reduced from €128m in 2010 to €116m in 2011 • More efficient property portfolio management

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		reconfiguration of/reduction of office space by Government Departments and Offices <ul style="list-style-type: none"> • Move to more energy efficient buildings • Convert higher cost leases to lower cost leases where opportunities arise 		
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	<ul style="list-style-type: none"> • Reduced costs • More effective use of State Property Assets. • Allow better strategic planning of property portfolio
16.	1.9 4.4 4.13	Examine Space Allocations available to Civil Servants <ul style="list-style-type: none"> • Review amount of space allocated per person • Encourage greater use of 'open-plan' accommodation 	Subject to directive role being granted to commence Q2. 2011	<ul style="list-style-type: none"> • Reduced Costs • More efficient property portfolio management
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	<ul style="list-style-type: none"> • Targeted (appropriately prioritised) preventative maintenance to obviate the need for more extensive and expensive interventions at a later date • Reliable compliance with leasehold maintenance obligations obviating end lease reinstatement works.

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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	<ul style="list-style-type: none"> • Direct savings to exchequer in property costs • Cost containment/reduction • Maximisation of property resource
19.	1.9 1.12 4.1	Full implementation of the Optimising Power @ Work campaign	Current Implementation Programme to 2012. Subsequent programme to follow.	<ul style="list-style-type: none"> • Financial Savings (Net after costs): <ul style="list-style-type: none"> • 2010 – €2.2m • 2011 - €2.4m • 2012 - €2.82m • 2013 - €3.25m • 2014 – €3.7m • Total 2010-14, - €14.37m • Reduction in Energy and CO₂ usage
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	<ul style="list-style-type: none"> • More efficient maintenance arrangements leading to lower admin costs for OPW and client Departments
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	<ul style="list-style-type: none"> • Administrative savings in client bodies availing of central contracts • Greater legal compliance through use of frameworks • Reduction in once off tenders for

	Terms of the Public Service Agreement 2010 – 2014 Paragraph Nos.	Action	Timeframe	Benefits Arising 2010 - 2014
	1.10 4.1 4.14 1.13 4.13	<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>framework by client bodies in line with National Procurement Services performance indicators.</p> <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>contracts of low monetary value</p> <ul style="list-style-type: none"> • Reduction in single tender contracts • Significant financial savings on administrative costs • Significant reduction in State's legal exposure under the provision of EU Remedies Directive • Significant saving on time required for entry to market and completion of contract • Major up-skilling of procurement officials across public service • Significant reduction in risk of legal exposure from non compliant procurement activity • Reduction in cost of procurement activities
22.	1.10 1.11 4.1	Maximising strategic sourcing in the procurement area	Late 2010 and through 2011 & 2012	<ul style="list-style-type: none"> • Increased efficiency through avoidance of duplication across public service

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	4.14 4.15			<ul style="list-style-type: none"> • Increased value for money in procurement of goods and services • Cost containment • Advancement of all relevant Government policies during procurement activities e.g. Carbon emissions, Green procurement • Facilitate Small and Medium Enterprise (SME) sector through rapid standards based procurement
23.	1.4 1.9	Negotiate savings from the top companies doing business with the public sector.	Late 2011	<ul style="list-style-type: none"> • Cost savings
24.	1.10 1.12 4.13	Redesign and relaunch eTenders website	Mid 2011	<ul style="list-style-type: none"> • Considerable reduction in both time and cost for those doing business with the public service • Provision of additional on-line facilities for clients • Particular benefits accruing to SME's vis a vis ease of access, visibility of business opportunities
	1.10 1.12 4.13	Launch of National Procurement Service website	Q1 2011 and ongoing thereafter	<ul style="list-style-type: none"> • Major up-skilling of procurement officials across public service • Significant reduction in risk of legal exposure from non compliant procurement activity

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				<ul style="list-style-type: none"> • Reduction in cost of procurement activities • Provision of additional on-line services and facilities for clients • Particular benefits accruing to SME's vis a vis ease of access, visibility of business opportunities.
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	<ul style="list-style-type: none"> • Cost savings • Increased efficiency
26.	1.9 4.13 4.14 4.16	Roll-out of Purchase to Pay System	P2P roll out Q4 2011.	<ul style="list-style-type: none"> • Purchase to Pay (P2P) will reduce overhead in procurement of goods and service • Identification of real-time contractual commitments as they occur • Timely and improved management information
27.	1.10 4.4 4.13 4.14 4.15	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	2011-2014	<ul style="list-style-type: none"> • Increased efficiency in Data Management • Increased resource efficiency in utilisation of staff and management of systems • Improved management information

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		<p>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>		<ul style="list-style-type: none"> • Cost reductions in archiving • More effective estate management, utilisation of space and cost controls.
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	<ul style="list-style-type: none"> • Greater clarity with regard to cost benefits • Increased value for money
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	<ul style="list-style-type: none"> • Increased Efficiency • Cost reductions in post • More reliable data transfer
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	<ul style="list-style-type: none"> • Aligns programme resources with High Level Goals, Key Outputs and Impact Indicators of the organisation
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	<ul style="list-style-type: none"> • More cost certainty and value for money in administration of works contracts • Reduced likelihood of contract disputes and legal challenges

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32.	1.4 1.10 4.1 4.13	Move to Open Source software in place of proprietary software, where practicable having regard to business needs.	2011-14	<ul style="list-style-type: none"> • Open standards • Reduced licensing costs • Free upgrades and enhancements
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	<ul style="list-style-type: none"> • Cost Savings
3. Delivering for the Citizen <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>				
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 	2011 – 2012	<ul style="list-style-type: none"> • Improved arrangement for/efficiency in delivery of capital works and for minor flood relief works programme. • Increase of up to 50% in the number of Capital Works projects at both design and construction stage.
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 	End 2012	<ul style="list-style-type: none"> • Improved customer focus. • Information and services delivered to customers with reduced staff involvement. • Staff released to front line activities. • Facilitate development of online services by others • Reduced Administration Costs

	Terms of the Public Service Agreement 2010 – 2014 Paragraph Nos.	Action	Timeframe	Benefits Arising 2010 - 2014
		major heritage sites		<ul style="list-style-type: none"> • Improved accounting facility
36.	1.10 4.13	Customer focused service delivery Online provision/publication of: <ul style="list-style-type: none"> • Archived hydrometric data • Real time hydrometric data • Geographical Information Systems • Historic Flood maps • Modelled Flood maps • Flood Risk Management Plans • Flood Reports • Work programmes 	End Q4 2011 End Q4 2011 End Q1 2012 Ongoing End Q4 2013 End Q4 2015 Ongoing. Ongoing	<ul style="list-style-type: none"> • Improved customer focus. • 24/7/365 service delivery. • Information and services delivered to customers with reduced staff involvement. • Staff released to front line activities. • Facilitate development of online services by others
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	<ul style="list-style-type: none"> • Improved customer focus. • 24/7/365 service delivery. • Information and services delivered instantaneously to customers with no or less staff involvement. • Staff released to front line activities. • Facilitate development of online services by others

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				<ul style="list-style-type: none"> • Utilisation of latest Internet communication tools to disseminate information • Archive information on OPW made available to the public