

PUBLIC SERVICE AGREEMENT 2010 – 2014 (CROKE PARK AGREEMENT)
PART A – PROGRESS ON OPW'S ACTION PLAN

	Terms of the Public Service Agreement 2010 – 2014 <i>Paragraph Nos.</i>	Target Date as per Current Action Plan	Action	Comment
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	From 1893 end Q1 to Q4 2011 – 1857 Q4 2012 – 1853 Q4 2013 – 1840 Q4 2014 - 1824	Operate within Government's Employment Control Framework	Q1 2010 - 1899.83 Q2 2010 - 1880.53 Q3 2010 - 1860.06 Q4 2010 - 1829.07 Q1 2011 – 1813.47 (does not include 36 sanctioned posts - including 12 Buyers and 2 Solicitors - currently being filled through redeployment, secondment and recruitment). Will be seeking further sanction to fill additional posts within authorised ECF limit.
2.	1.1 1.7 4.3 4.4 6.3	Q1 2011	Increase flexibility and mobility across sectoral, organisational and professional boundaries <ul style="list-style-type: none"> • Initiate discussions with unions/Dept. Finance and other interested parties to develop frameworks and structures to facilitate cross stream reporting and promotions. 	The OPW is proceeding at local level with discussions on this matter. It is intended to avail of the mechanisms within the Croke Park Agreement to progress this action. Activity has commenced and developments in this area within the OPW may create precedents for the Civil Service generally and therefore it may be prudent for negotiations on the matter to take place at General Council level with input from the Department of Finance and other

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		Q1 2011 and ongoing	<ul style="list-style-type: none"> The OPW will be amenable to accept staff on deployment from other Departments/Offices/Agencies/Bodies 	<p>affected Departments/Agencies that employ professional grades.</p> <p>Currently considering staff from other Departments to fill vacancies through re-deployment.</p>
3.	1.10 1.11 4.3 4.4 4.13 6.3.1 6.3.3	<ul style="list-style-type: none"> CEW integrated with BMS effective from Q4 2010. 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, 	<p>Internal Flexibility & Sharing of Services</p> <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 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 	<ul style="list-style-type: none"> This work is on-going and on schedule. This work is on-going and on schedule. This work is on-going and on schedule. This work is on-going and on schedule. <p>Re-assignment of sanctioned vacancies to other areas of Engineering Services. Action completed Q1 2011.</p>

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		Hydrology and Flood Response, and Coastal Protection Services resulting from vacancies at. Engineer Grade I Engineer Grade II level.		
4.	1.13 4.12	Ongoing	OPW will continue to strengthen the Performance Management & Development System in operation in the Office	OPW continues to work to strengthen the operation of PMDS within the organisation. A working group of Partnership is working closely with the Personnel & Development Unit on this matter. Work in quarter 1 of 2011 included a survey of all staff seeking views that they might have as to the operation of the PMDS system. A draft list of recommendations has been formulated which the Group is now considering in advance of producing a report for MAC. OPW will take account of the Review currently being carried out by the Department of Finance in its future development of PMDS within the organisation.
5.	1.12 1.13 4.4 4.13 4.14	Completed by Q1 2012	All staff on Time and Attendance System	The OPW continues to extend the Time Attendance system across its full portfolio of offices and consultation has been initiated with Unions representing grades not already on the system with a view to ensuring that the target date is met.

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6.	1.1 1.13 4.4 4.11	2011-2014	To actively seek to Rationalise Grading Structures in consultation and collaboration with the Department of Finance and other Departments in similar grading structures.	Work has commenced on the examination of grading structures. Contact will be made by the OPW with the Department of Public Sector Reform over the coming months to progress this action.
7.	4.18	Q1. 2011 - Up to 25 placements	Participation in FAS Work Placement Programmes	The OPW has registered 14 placements with FAS to date and these placements are currently being processed. A further 11 are under consideration for registration. In addition a further 44 FAS placements for redundant apprentices have been offered by OPW.
8.	1.11 4.4 4.15	2011-2014	Actively pursue opportunities for shared services with other public service bodies <ul style="list-style-type: none"> • Participate in HR Shared Services Initiative 	The OPW is co-operating with any requirements and is participating on the interdepartmental evaluation committee. We look forward to participating fully in the initiative when devised.
9.	1.10 4.7 4.8 4.9	2011-2014	Review atypical work patterns to ensure alignment with business needs	This work is on-going and on schedule.
10.	1.13 4.10	Ongoing	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% 	This work is on-going and statistics are being compiled to demonstrate progress and will be reported on in the next report.
11.	1.23 1.25 1.27	Ongoing	Provide for stable industrial relations through well developed communication	Communication is carried out formally through our Departmental Council and Partnership Committees. The office uses tools such as Intranet, works magazines etc. to

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	4.5			<p>ensure that all staff are updated on important corporate issues. In addition internal communication within Divisions takes place on formal and informal basis between Senior Managers and their staff to ensure that staff are appraised of current issues relevant to the organisation.</p>
12.	1.10 4.1 Paragraph 4 - Appendix: Service delivery Options	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 maintenance system in Áras 	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. 	<p>The National Procurement Service of the OPW takes the lead role in procurement of common goods and services for all Government Departments, Agencies and Offices as well as co-operating on a strategic basis with other public sector areas such as the Health Service Executive, Local Authorities and Educational sectors, the Defence Forces, An Garda Síochána and the Irish Prison Service. This work is ongoing and there are now 40+ contracts/frameworks agreements in place.</p> <p>This work is on-going and on schedule.</p>

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		<p>Mhic Diarmada end 2011</p> <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	2011-2014.	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.	This action which is ongoing and on target will result in cost savings and 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	Ongoing	<p>Management and Rationalisation of OPW Property Portfolio</p> <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 	<p>In excess of 27,000m² (approx. 300,000 square feet) of office space surrendered in 2010.</p> <p>Sale of property assets in 2010 was in excess of €5million.</p>

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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	Timeframe Q1 2011 and dependent on implementation of the directive role for OPW	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.	Discussions on going with the Department of Finance.
16.	1.9 4.4 4.13	Subject to directive role being granted to commence Q2. 2011	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 	Work on-going on this action. Stock of Dublin offices has been surveyed.
17.	1.9 4.3 4.4 4.13 4.14	2011 -2012 Implementation dependent on approval of proposal by the Department of Finance	Input to review, amendment and updating Department of Finance circular 1/94 to formalise OPW's control and responsibility for building maintenance.	Review undertaken of Circular 1/94 and correspondence has issued to Department of Finance on 3 May 2011 to progress updated circular in advance of 2012 budgetary cycle.
18.	1.9 4.1	Ongoing as leases/rents become due for review or termination	Implement Smarter Travel recommendations for a moratorium on provision of car parking spaces in urban areas.	630 car parking spaces disposed of in 2010. No new parking spaces taken.
19.	1.9	Current Implementation	Full implementation of the Optimising	Phase 2 of the Optimising Power @ Work Campaign

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	1.12 4.1	Programme to 2012. Subsequent programme to follow.	Power @ Work campaign	commenced in June 2010. The target is to increase the average level of savings to 20% in all buildings over a 2-year period. The most recent reported savings show that the average saving has increased to 13.5% by the end of February 2011. This equates to an annual saving of approximately €2.9m when compared to the energy spend in the benchmark year of 2007.
20.	1.12 4.3 4.4 4.14	2012 – 2014	Following consideration of performance and efficiency of existing contracts, roll out measured term maintenance contract (currently Dublin only) to rest of country.	Property Maintenance Services have started the process of re-tendering for the Quantity Surveying Support Services. The acquisition of these services is regarded as the first phase in the production of the tender documents for new Measured Term Maintenance Contracts.
21.	1.10 4.1 4.3 4.13 4.14 1.10 4.1 4.14	Multiple Frameworks being established each year. Uptake of central framework by client bodies in line with National Procurement Services performance indicators. January 2011 for central Government documents Mid-late 2011 for	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. Production of suite of standardised legal documents for use throughout the public service 	Standard based frameworks are in areas such as Energy (Gas, Electricity), Stationery, Plant and Equipment, vehicles, travel, Advertising, Janitorial Services. Frameworks will be put in place in early May 2011 for Paper and ICT consumables. Legal and operational matters delayed the issue of this suite of documents, however it will be officially launched in May 2011.

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	1.13 4.13	remaining public service sectors <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. 	<ul style="list-style-type: none"> • Facilitation of procurement education and development programme for the public service 	This work is on-going and on schedule.
22.	1.10 1.11 4.1 4.14 4.15	Late 2010 and through 2011 & 2012	Maximising strategic sourcing in the procurement area	This work is on-going and on schedule.
23.	1.4 1.9	Late 2011	Negotiate savings from the top companies doing business with the public sector.	Minister of State at the OPW met with UK Cabinet Minister in April 2011 to discuss similar initiative in the UK jurisdiction. Minister and NPS to consider the proposal further.
24.	1.10 1.12 4.13 1.10	Mid 2011 Q1 2011 and ongoing	Redesign and relaunch eTenders website Launch of National Procurement Service	Tenders are currently being evaluated. Contract due to be in place by mid third quarter 2011. Website launched – see www.procurement.ie

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	1.12 4.13	thereafter	website	
25.	1.9 4.13 4.14	Forum established end May 2011 Pilot e-Invoicing in place in OPW Mid 2012	Establish the Irish national multi-stakeholder e-Invoicing forum. Report to the European forum on progress.	Work is proceeding to put all elements of this project in place. It is anticipated that significant savings will ultimately accrue from this initiative.
26.	1.9 4.13 4.14 4.16	P2P roll out Q4 2011.	Roll-out of Purchase to Pay System	This work is on-going and on schedule.
27.	1.10 4.4 4.13 4.14 4.15	2011-2014	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 providers. This will be particularly important in the management of the property portfolio where access to accurate and relevant information is vitally important.	This work is on-going and on schedule.
28.	1.13	Ongoing	Greater utilisation of specialist expertise, beyond that routinely used in the OPW, to	This action is on-going within the OPW.

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			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.	Recent examples would include the recruitment of two Solicitors to assist the NPS legal procurement issues as they arise. A Policy Analyst is also in place in the NPS sourced from in-house resources. The NPS has also advertised for buyers with Private Sector expertise. Interviews will take place in early May and appointments should be made by late May. An Advisory Group is made up of external academic and operational experts from the procurement field has been set up to advise the NPS.
29.	1.10 4.14 4.15	2011-2014	Implement Policy in the OPW that electronic Systems and Communications be used in all dealings with suppliers, consultants and contractors	This action is on-going. As described earlier the eTenders website, purchase to pay systems and e-invoicing projects are on target. The Measured Term contract which applies to reactive maintenance works in Dublin is entirely electronic in terms of processing work requests through to job sheets with contractor and subsequent payment processes.
30.	1.9 1.10 4.13 4.14	February 2011	Pilot of new Revised Estimate format with the Finance Group of votes and the Department of Agriculture, Fisheries and Food.	The pilot Revised estimate format was carried out as planned and on time.
31.	1.12 4.3 4.4 4.14	Ongoing	Continued development and refinement of Project Management systems and processes to improve effectiveness and efficiency specifically in relation to dealing with	Progress was made in this area through the introduction of new procedures for dealing with specialist contractors in the tender process. This will bring more certainty to the tender process and will reduce delays and potentially

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			specialist contractors and abnormally low tenders.	costly contract disputes.
32.	1.4 1.10 4.1 4.13	2011-14	Move to Open Source software in place of proprietary software, where practicable having regard to business needs.	This work is on-going and on schedule.
33.	1.4 4.1 4.4	Q3 2013	Ensure that mobile phones and Portable Digital Assistant devices are included on centrally-negotiated Framework agreement contracts to achieve best value for money.	This work is on-going and on schedule.
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	2011 – 2012	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. 	This work is on-going and on schedule. OPW Hydrometric Section have begun exploring options with the EPA's Office of Environmental Assessment for increased collaboration to ensure that the hydrometric services of both organisations are delivered in the most cost-effective manner.
35.	1.10 1.12	End 2012	Customer focused service delivery in the area of Heritage Services <ul style="list-style-type: none"> Introduction of online booking facility 	This work is on-going and on schedule.

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	4.3 4.13 4.14		<p>for Visitor Services</p> <ul style="list-style-type: none"> • 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 	
36.	1.10 4.13	<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>Customer focused service delivery Online provision/publication of:</p> <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 (Annual Output Statement) 	<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>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>This work is on-going and on schedule.</p> <p>This work is on-going and on schedule.</p>
37.	1.10 1.12	2011 – 2014	Guidance on services delivered by OPW	

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	4.13		<ul style="list-style-type: none"> • Redesign and relaunch OPW websites 	Specialist expertise has been engaged to develop feasibility report.

Public Service (PS) Agreement 2010 – 2014 (CROKE PARK AGREEMENT)
PART B - OPW's Savings Verification

	Terms of the Public Service Agreement 2010 – 2014 <i>Paragraph Nos.</i>	Action Implemented	Specific Target Date	Description of the Benefits Achieved 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	Achieved to end Q1 2011	<ul style="list-style-type: none"> • Numbers at Q1 2010 – 1899.13 • Numbers at Q1 2011 – 1813.47 – this does not include 36 posts sanctioned which are currently being filled through re-deployment, secondment and recruitment). Also to increase by 1.5 posts due to changes in work patterns and three staff who transferred in during April (still below ECF target 1857). Will shortly be seeking additional sanction to fill further essential vacancies but will be within ECF limit of 1857. • Savings on pay since end of Q1 2010 to end Q1 2011 is estimated to be in excess of €1m
3.	1.10 1.11 4.3 4.4	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 	<ul style="list-style-type: none"> • CEW integrated with BMS effective from Q4 	<ul style="list-style-type: none"> • More efficient utilisation of staff, money, property and physical resources.

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	4.13 6.3.1 6.3.3	<p>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>2010.</p> <ul style="list-style-type: none"> • 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 level. 	<ul style="list-style-type: none"> • Staff released for front line operations. • Enabled vacating of rented premises with an annual saving of €13,000 on rent • Savings reflected under action 1
12.	1.10 4.1 Paragraph 4 -	<p>Service delivery Options</p> <ul style="list-style-type: none"> • Identify areas where potential exists for in-sourcing/outsourcing opportunities 	Achieved to Q1 2010	

	Terms of the Public Service Agreement 2010 – 2014 <i>Paragraph Nos.</i>	Action Implemented	Specific Target Date	Description of the Benefits Achieved 2010 - 2014
	Appendix: Service delivery Options	<p>for example in relation to</p> <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. 		<ul style="list-style-type: none"> • From mid-January 2011 established staff receive pay-slips on line rather than hard copy by post allowing staff to carry out other duties.
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 reconfiguration of/reduction of office space by Government Departments and 	Achieved to Q1 2011	<ul style="list-style-type: none"> • Reduce Costs - Subhead F3 allocation reduced from €128m in 2010 to €117m in 2011 • In 2010, OPW surrendered office accommodation, in excess of 27,000 square metres (approx 300,000 square feet). • Sale of property assets in 2010 was in excess of €5m.

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		Offices <ul style="list-style-type: none"> • Move to more energy efficient buildings • Convert higher cost leases to lower cost leases where opportunities arise 		
18.	1.9 4.1	Implement Smarter Travel recommendations for a moratorium on provision of car parking spaces in urban areas.	Achieved to Q1 2011	<ul style="list-style-type: none"> • 630 car parking spaces were disposed of in 2010
19.	1.9 1.12 4.1	Full implementation of the Optimising Power @ Work campaign	Achieved to Q1 2011	<ul style="list-style-type: none"> • To date an annual saving of €2.9m has been achieved when compared to the relevant benchmark year of 2007. • Reduction in Energy and CO₂ usage
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.	<ul style="list-style-type: none"> • In 2010 this resulted in savings of approx €8.8m (further €39m approx Departmental savings facilitated).

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	1.13 4.13	<ul style="list-style-type: none"> Facilitation of procurement education and development programme for the public service 	<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. 	<ul style="list-style-type: none"> 3 National Seminars for public servants Workshops for in excess of 500 SME's eTenders had 57,723 registered users in 2009 and this increased to 67,023 in 2010
<p><i>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.</i></p>				
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"> Number of major flood relief schemes at construction stage increased from 8 in 2009 to 11 in 2010 Number of major flood relief schemes at pre-construction stage increased from 9 in 2009 to 14 in 2010 Level of funding provided to Local Authorities increased from €1.7m in 2009 to almost €10m in 2010. The number of Local Authority projects funded increased from 42 in 2009 to 193 in 2010.