



OPW Statement of Strategy to 2011
Ráiteas Straitéise Oifig na nOibreacha Poiblí go 2011

OPW Statement of Strategy to 2011
Ráiteas Straitéise Oifig na nOibreacha Poiblí go 2011

Contents

Foreword by the Minister of State	4
Foreword by the Chairman	6
Introduction and Executive Summary	9
Chapter 1 – Mission Statement and Mandate	17
Chapter 2 – Environmental Analysis	23
Chapter 3 – Opportunities and Challenges	35
Chapter 4 – Key Objectives of the OPW to 2011	47

Clár na nÁbhar

Réamhfhocail ón Aire Stáit	5
Réamhfhocail ón gCathaoirleach	7
Réamhrá agus Achoimre Fheidhmeach	9
Caibidil 1 – Ráiteas Misin agus Sainordú	17
Caibidil 2 – Anailís Comhshaoil	23
Caibidil 3 – Deiseanna agus Dúshláin	35
Caibidil 4 – Príomhchuspóirí an OPW go 2011	47

Foreword by Minister of State

Since taking up my new role here in the Office of Public Works I have been impressed by the organisation's commitment to the provision of an excellent service to its clients and customers and by the ethos of team-work and co-operation that pervades within the Business Units in the Office. This Strategy Statement iterates eleven high level objectives which will underpin the Office's work over the coming three years. I look forward to working with the staff of the OPW to implement this ambitious yet entirely realisable set of objectives over the period encompassed by this Strategy Statement.

The next three years will be particularly challenging for the Office. Change and modernisation are strong themes throughout the Strategy. These changes are ambitious and will prove challenging for both the people working within the organisation and for the structures within which the organisation works. However, the OPW, as a robust and forward looking organisation, will successfully meet these challenges and surmount them.

The implementation of the Decentralisation Programme both within the OPW and for our client Departments and Offices will continue as a primary focus of the Office. While the Government has announced a pause in the programme for appraisal purposes, contractual commitments already entered into will be fully honoured. The work of the OPW in ensuring that these commitments are fulfilled will therefore continue unabated. I am fully committed to the concept of decentralisation. I am strongly of the opinion that official Government business can be conducted from outside of Dublin. Decentralisation is about more balanced regional development, including a better mix of employment opportunities around the country.



Another area that will be challenging for the OPW but that I am eager to support and commend is the objective of embedding the issue of sustainability into all of the core activities of the OPW related to providing property and construction services, river and watercourse engineering services, procurement services and heritage services. As the major provider of buildings for Government, as a public service leader in the procurement area and as a major stakeholder in the development of the Government's Flood Risk Management Policy, the OPW occupies a very special position in contributing to Ireland's national policy commitments on sustainability. The opportunity exists for the OPW to become a leader and an exemplar in this area and I feel that we should grasp this opportunity enthusiastically.

I wish to encourage all of the staff of the OPW in their objectives as outlined in this Strategy and to state that I look forward to working with them to achieve each of the eleven objectives.

A handwritten signature in black ink that reads "Martin Mansergh". The signature is written in a cursive, flowing style.

Martin Mansergh, TD Minister of State

November 2008

Réamhfhocal ón Aire Stáit

Ó thosaigh mé ar an ról nua atá agam anseo in Oifig na nOibreacha Poiblí tá an cúram a dhéanann an eagraíocht de sheirbhís den scoth a chur ar fáil dá cliaint agus dá custaiméirí tar éis dul i bhfeidhm go mór orm, mar aon leis mbéim ar obair bhuíne agus ar chomhoibriú atá go tréan ar fud na nAonad Gnó san Oifig. Ainmnítear aon chuspóir déag ardleibhéil ar a mbeidh obair na hOifige bunaithe as seo go ceann trí bliana sa Ráiteas Straitéise seo. Táim ag súil le bheith ag obair le foireann Oifig na nOibreacha Poiblí chun an tsraith cuspóirí seo atá uailmhianach ach insroichte a chur i bhfeidhm sa tréimhse a chumhdaíonn an Ráiteas Straitéise seo.

Beidh dúshlán ar leith le sárú ag an Oifig as seo go ceann trí bliana. Déantar an-phlé ar théamaí an athraithe agus an nuachóirithe ó thús deireadh na Straitéise. Is athruithe uailmhianacha iad seo agus beidh dúshlán ag baint leo do na daoine atá ag obair san eagraíocht agus do struchtúir na heagraíochta. Tabharfaidh Oifig na nOibreacha Poiblí, ar eagraíocht í atá láidir agus fadbhreathnaitheach, faoi na dúshlán sin agus sáróidh sí iad.

Beidh an Oifig ag díriú go háirithe ar an gClár Dílárathaithe a chur i bhfeidhm taobh istigh d'Oifig na nOibreacha Poiblí agus de Ranna agus d'Oifigí ár gcuid cliant. Cé go bhfuil fógartha ag an Rialtas go mbeidh moill ar an gclár sin chun deis a thabhairt athmheasúnú a dhéanamh air, déanfar na gealltanais chonarthacha atá déanta cheana féin a chomhlíonadh go hiomlán. Leanfar gan staonadh, dá bhrí sin, den obair atá ar bun ag Oifig na nOibreacha Poiblí chun a chinntiú go gcomhlíontar na gealltanais sin.

Creidim go dílis i gcoincheap an dílárathaithe. Creidim go láidir gur féidir gnó oifigiúil an Rialtais a dhéanamh taobh amuigh de Bhaile Átha Cliath. Baineann an dílárú le forbairt réigiúnach níos cothroime agus le níos mó éagsúlachta a bheith ag baint leis na deiseanna fostaíochta atá ann ar fud na tíre.

Tá réimse eile ann a mbeidh dúshlán ag baint leis d'Oifig na nOibreacha Poiblí ach a bhfuil an-fhonn orm tacú leis agus a mholadh. Is é an cuspóir sin go gcuirfí ceist na hinbhuanaitheachta san áireamh i gcroíghníomhaíochtaí Oifig na nOibreacha Poiblí a bhaineann le sealúchas agus le seirbhísí tógála, le seirbhísí innealtóireachta sruthchúrsa agus aibhneacha, seirbhísí soláthair agus seirbhísí oidhreacht. Ó tharla gur sinn príomhsholáthróir na bhfoirgneamh Rialtais, mar cheannaire seirbhíse poiblí i réimse an tsoláthair agus mar pháirtí leasmhar tábhachtach i bhforbairt Beartas Bainistíochta Riosca Tuilte an Rialtais, tá ról ar leith ag Oifig na nOibreacha Poiblí maidir le cur le gealltanais beartais náisiúnta na hÉireann faoin inbhuanaitheacht. Tá deis ag Oifig na nOibreacha Poiblí a bheith ina ceannaire agus ina heiseamláir sa réimse seo agus braithim gur cheart dúinn an deis seo a thapú go fonnmhar.

Is mian liom foireann iomlán Oifig na nOibreacha Poiblí a spreagadh le tabhairt faoina gcuspóirí mar a leagtar amach iad sa Straitéis seo agus a rá go bhfuilim ag súil le hoibriú i gcomhar leo le gach ceann den aon chuspóir déag a bhaint amach.



Martin Mansergh, TD Aire Stáit
Samhain 2008

Foreword by the Chairman

The Office of Public Works has a long and reputable history of public service in Ireland – indeed we celebrated our 175th anniversary in October 2006. Over the last decade the Office has undergone a period of substantial change. This began when we successfully set out to develop the organisation into commercially-focused Business Units.

While the process of embedding this change was ongoing we were presented with another major challenge in the form of the Decentralisation Programme. This challenge has impacted on us on many levels. The OPW itself is decentralising its headquarters to Trim and is establishing a significant regional office in Claremorris. Following on from the recent Government decision on decentralisation the planned move to Kanturk, Co. Cork will be revisited in 2011. Decentralisation involves a considerable turnover in staff and serious logistical challenges in readying the organisation for this major structural change. In addition we have a key central role in regard to the provision of property and accommodation solutions for a large number of other Civil and Public Service organisations covered by the Programme. These challenges are all being addressed at a time when we are seeking to execute a modernisation agenda within the organisation in the context of the Modernisation Programme for Public Services and in the context of the provisions of the Towards 2016 Partnership Agreement.

The public service ethos and commitment to customer service which has always been a defining quality of the OPW has remained central to all of our operations during this time of change.

I want to take this opportunity to acknowledge the work carried out by the staff of the OPW in bringing about these changes and addressing these challenges. In this regard, I want to thank all of the staff, those who have left or are about to leave the organisation, those remaining with it and those who have joined us in recent times,



for their readiness and cooperation in working towards our new future as a dynamic, versatile and progressive organisation.

The OPW will face further challenges during the period of this Strategy. I consider that the Business Unit structure has been successful in the past and has assisted us in underlining a commercial and customer focused culture within the OPW providing value for money for our customers and for the taxpayer. However, I feel that if the OPW is to continue to respond effectively to customer needs, particularly when operating in a decentralised environment, we will need to adapt this structure somewhat. We must increase our efforts to break down the traditional barriers between different disciplines and achieve true cross-disciplinary teamworking. This will form one of our main challenges going into the future as a modern public service organisation.

Change can be daunting but it can also be exciting and invigorating. If we continue to face the challenges for our organisation in a positive way and to work together to address them I have no doubt that the OPW will thrive and will increase its leadership role in its area of operation.

A handwritten signature in black ink, reading 'Seán Benton'. The signature is written in a cursive style with a large, stylized 'S' and 'B'.

Seán Benton Chairman

November 2008

Réamhfhocal ón gCathaoirleach

Is fada Oifig na nOibreacha Poiblí ag cur seirbhís phoiblí den scoth ar fáil in Éirinn – go deimhin bhí ár gceiliúradh 175 bliain againn i mí Dheireadh Fómhair 2006. Le deich mbliana anuas tá athrú mór tagtha ar an Oifig. Thosaigh an claochlú seo nuair a thugamar faoi Aonaid Ghnó a bheadh dírithe ar an tráchtáil a dhéanamh as an eagraíocht agus d'éirigh linn.

Fad a bhí an próiseas ar siúl a bhain leis an athrú sin a chur i bhfeidhm casadh dúshlán mór eile inár dtreo leis an gClár Díláraithe. Bhí tionchar ag an dúshlán sin orainn ar go leor bealaí. Tá Oifig na nOibreacha Poiblí féin ag dílárú go Baile Átha Troim agus tá sí ag bunú oifig mhór réigiúnach i gClár Chlainne Mhuiris. I gcomhlíonadh cinne Rialtais déanfar athbhreathnú ar an dílárú pleanáilte le haghaidh Ceann Turc, Co. Chorcaí i 2011. Tá athrú mór foirne i gceist leis seo agus dúshlán mhóra ó thaobh lóistíocht agus sinn ag réiteach na heagraíochta don mhóraithrú struchtúir seo. Chomh maith leis sin tá ról tábhachtach lárnach againn i soláthar réiteach sealúchais agus cóiríochta do líon mór eagraíochtaí Státseirbhíse agus Seirbhíse Poiblí eile a thagann faoin gClár. Táthar ag tabhairt faoi na dúshláin sin ar fad agus sinn ag iarraidh clár athchóirithe a chur i bhfeidhm san eagraíocht i gcomhthéacs Chlár Nuachóirithe na Seirbhísí Poiblí agus i gcomhthéacs fhorálacha Chomhaontú Comhpháirtíochta i dTreo 2016.

Bhí cultúr na seirbhíse don phobal agus cúram a bheith á dhéanamh den tseirbhís do chustaiméirí inár n-oibríochtaí uile ar na cáilíochtaí a tharraing meas ar Oifig na nOibreacha Poiblí san am atá thart agus sa tréimhse chorráitheach seo.

Ba mhaith liom an deis seo a thapú le haitheantas a thabhairt don obair a rinne foireann Oifig na nOibreacha Poiblí chun

na hathruithe seo a dhéanamh agus chun tabhairt faoi na dúshláin seo. Ba mhaith liom buíochas a ghabháil leis an bhfoireann ar fad, na daoine atá imithe nó atá ar tí an eagraíocht a fhágáil, na daoine atá ag fanacht inti agus na daoine atá tar éis teacht isteach le gairid, as comhoibriú go fonnmhar linn agus sinn ag tabhairt faoin ród atá romhainn mar eagraíocht dhinimiciúil, ildánach agus fhorásach.

Beidh dúshláin eile le sárú ag Oifig na nOibreacha Poiblí le linn thréimhse na Straitéise seo. Measaim gur éirigh le struchtúr an Aonaid Ghnó san am a chuaigh thart agus gur chuidigh sé linn cultúr tráchtála agus cultúr ina ndírítear ar an gcustaiméir a bhunú laistigh d'Oifig na nOibreacha Poiblí a chuireann luach ar airgead ar fáil dár gcustaiméirí agus don cháiníocóir. Braithim, áfach, má tá Oifig na nOibreacha Poiblí le leanúint ag freagairt go héifeachtach do riachtanais na gcustaiméirí, go háirithe agus í ag feidhmiú i dtimpeallacht díláraithe, go mbeidh orainn an struchtúr seo a oiriúnú beagán. Caithfidimid cur lenár n-iarrachtaí na bacainní traidisiúnta idir disciplíní éagsúla a bhriseadh agus fíorobair bhuíne thrasdisciplíneach a chur á dhéanamh. Beidh sin ar cheann de na príomhdhúshláin a bheidh romhainn feasta mar eagraíocht seirbhíse poiblí nua-aimseartha.

Spreagann athrú eagla ach spreagann sé flosc agus fuinneamh chun oibre chomh maith. Má leanaimid orainn ag tabhairt faoi na dúshláin atá le sárú ag an eagraíocht ar bhealach dearfach agus má leanaimid orainn ag obair le chéile leis na dúshláin a shárú níl aon amhras orm ach go mbeidh rath ar Oifig na nOibreacha Poiblí agus go méadóidh an ról ceannaireachta atá aici ina réimse feidhme.



Seán Benton Cathaoirleach

Samhain 2008



Rock of Cashel
Caiseal Mumhan

Introduction

Under the terms of the Public Service Management Act 1997 the Office of Public Works (OPW) is required to prepare a three year Strategy Statement following the appointment of a new Government. This Statement has been drawn up therefore to cover the period 2008 to 2011 following the appointment of the Government in May 2008. It is a forward looking document which sets out our key goals and objectives for the period.

These goals and objectives were developed following an environmental analysis of both the internal and external factors impacting on the OPW. In addition, a consultation process was carried out in the latter half of 2007, both internally through our partnership structures and management networks and externally with our customers. The goals and objectives are high level and feed directly into the Annual Business Plans of the Business Units, their constituent sections and the managers and staff employed in them. High level performance indicators are also outlined in the Strategy which in turn are derived from our goals and objectives, from the Government policies which direct our areas of work, from our Action Plan for the Implementation of Towards 2016 within the OPW and from the needs of our clients and customers. The Strategy also draws on previous Statements of Strategy and seeks to ensure continuity with the themes and substance of those strategies while progressing and developing from the goals outlined in them.

Focal Points of Activity

The five main focal points of activity for the OPW currently are:

- Property and construction related services
- Flood Risk Management
- Heritage Services
- Procurement Services and
- Decentralisation

Overarching Government Policies

The following Government Policies underpin the focus of activity in the OPW:

- Agreed Programme for Government

Réamhrá

Faoi théarmaí an Achta um Bainistíocht na Seirbhíse Poiblí 1997, tá ceangal ar Oifig na nOibreacha Poiblí (OPW) Ráiteas Straitéise trí bliana a ullmhú tar éis do Rialtas nua a bheith ceaptha. Mar sin, dréachtaíodh an Ráiteas seo chun an tréimhse 2008 go 2011 a chlúdach tar éis cheapadh an Rialtais i mí na Bealtaine 2008. Is cáipéis fhorásach í seo ina leagtar amach ár bpríomhspriocanna agus príomhchuspóirí don tréimhse seo.

Cuireadh na spriocanna agus na cuspóirí seo le chéile tar éis anailís timpeallachta a dhéanamh ar na fachtóirí inmheánacha agus seachtracha a imríonn tionchar ar an OPW. Chomh maith leis sin rinneadh próiseas comhairliúcháin níos deireanaí in 2007 go hinmheánach trínár struchtúir chomhpháirtíochta agus trínár ngréasáin bhainistíochta agus go seachtrach lenár gcustaiméirí. Is spriocanna agus cuspóirí ardleibhéil iad a dhéanann fónamh díreach ar Phleananna Gnó Bliantúla de na hAonaid Ghnó, a gcomhrannóga agus na bainisteoirí agus an fhoireann atá fostaithe iontu. Sainítear táscairí feidhmíochta ardleibhéil sa Straitéis chomh maith, a fhaightear, leis, ónár spriocanna agus ónár gcuspóirí, ó bheartais an Rialtais a stiúran ar réimsí oibre, ónár bPlean Gníomhaíochta do Chur i bhFeidhm i dTreo 2016 laistigh den OPW agus ó riachtanais ár gcliant agus ár gcustaiméirí. Tá tionchar ag Ráitis Straitéise roimhe seo ar an Straitéis chomh maith agus iarrann sé leanúnachas a chinntiú le téarmaí agus substaint na straitéisí sin agus dul chun cinn agus forbairt a dhéanamh ó na spriocanna atá sainithe iontu.

Pointí Fócais na Gníomhaíochta

Is iad na cúig phríomhphointí fócais gníomhaíochta don OPW faoi láthair:

- Seirbhísí a bhaineann le maoin agus le foirgníocht
- Bainistíocht Riosca Tuile
- Seirbhísí Oidhreacht
- Seirbhísí Soláthair agus
- Dílárú

(A Blueprint for Ireland's Future 2007 – 2012)

- National Development Plan 2007 – 2013 (Transforming Ireland – A Better Quality of Life for All)
- Report of the Flood Policy Review Group, 2004
- National Climate Change Strategy 2007 – 2012
- Government White Paper on Delivering a Sustainable Energy Future for Ireland – The Energy Policy Framework 2007 – 2020.

Other Factors Impacting on the OPW

Other key factors which play important influencing roles on the activity of the OPW are:

- Decentralisation – both of the OPW itself and the provision of property solutions for the wider Government Decentralisation Programme.
- Value for Money - the OPW supports a consistent approach to identifying Value for Money outcomes through its Financial and Management Information Systems.
- Market Trends - the OPW is impacted on and in turn has an influence on the commercial environment in which it operates.
- Government's Architecture Policy - the OPW acts as adviser to the Government on Architecture and contributes to the implementation of Architectural Policy.
- EU Floods' Directive (2007/60/EC) - this Directive will place significant responsibilities on the OPW as the body charged with coordinating Flood Risk Management and with transposing the Directive.
- The Irish Public Service Modernisation Programme which encompasses a range of initiatives to modernise the workings of the public service to improve services for all customers and stakeholders.
- Information and Communication Technologies (ICT) – the OPW employs ICT to assist it in its day to day activities.
- Team and Cross Functional working – the OPW currently uses cross functional working methods in a number of areas and plans to extend it to other areas in the future.
- Partnership - the OPW has a positive approach to the Partnership model as a vehicle for

Beartais Uileghabhálacha an Rialtais

Tá na beartais Rialtais seo a leanas mar bhonn agus thaca chun fócas na gníomhaíochta a chinntiú don OPW:

- Clár Comhaontaithe don Rialtais (Treoirphlean do Thodhchaí na hÉireann 2007 – 2012)
- An Plean Forbartha Náisiúnta 2007 – 2013 (Athrú Mór ar Éirinn – Caighdeán Beatha Níos Fearr do Chách)
- Tuarascáil ar Ghrúpa Athbhreithnithe Beartas Tuile, 2004
- An Straitéis Náisiúnta um Athrú Aeráide 2007 – 2012
- Páipéar Bán an Rialtais – Ag Seachadadh Todhchaí Fuinnimh Inbhuanaithe d'Éirinn 2007 – 2020.

Fachtóirí eile a mbíonn tionchar orthu ar an OPW

Is iad seo a leanas na príomhthosca eile a imríonn tionchar tábhachtach ar ghníomhaíocht an OPW:

- Dílárú – ar Oifig na nOibreacha Poiblí iad féin agus réitigh maoinne a chur ar fáil do Chlár Dílártha Rialtais níos leithne.
- Luach ar Airgead – tacaíonn Oifig na nOibreacha Poiblí le cur chuige comhsheasmhach chun torthaí Luach ar Airgead a aithint trína Chórais Eolais Airgeadais agus Bainistíochta.
- Treochtaí Margaidh – tá tionchar ag an timpeallacht tráchtála ina bhfeidhmíonn Oifig na nOibreacha Poiblí air agus is féidir leis tionchar a imirt air sin chomh maith.
- Beartas Ailtireachta an Rialtais – feidhmíonn an OPW mar chomhairleoir don Rialtas maidir le hAiltireacht agus cuireann sé le cur i bhfeidhm Beartas Ailtireachta.
- Treoir Tuilte an AE (2007/60/CE) - leagfaidh an Treoir seo freagrachtaí suntasacha ar an OPW mar chomhlacht a bhfuil an cúram air Bainistíocht Riosca Tuile a chomhordú agus an Treoir a thrasú.
- Clár Nuachóiriúcháin na Seirbhíse Poiblí ina mbeidh réimse tionscnamh a thabharfaidh obair na seirbhíse poiblí cothrom le dáta ar mhaithe leis na custaiméirí agus an lucht leasa ar fad.

improving communication and ensuring staff input into policy development.

- ISO Accreditation - the OPW has achieved ISO accreditation for its main business processes.
- Agency work for Departments and Public Service bodies - the OPW acts as an agent or provider of shared services for client Departments and Agencies in property acquisition and the procurement of goods and services.
- Legislative, regulatory and supervisory developments – changes in legislation and/or regulations and developments in the area of public service supervision and governance can impact on the day to day activities of the OPW.

Opportunities and Challenges

Taking into consideration Government Policy, the environment in which we work and the needs of our customers, the OPW sees our high level opportunities and challenges arising in the following areas:

- The completion of our own decentralisation programme and of the property and accommodation acquisition for the Government's main decentralisation programme.
- The fulfilment of our role as lead agency in the management of Flood Risk.
- Continuing as the Government's service provider of choice in the area of property management. Developing as a centre of excellence in the property and construction fields and in the area of sustainability as it relates to property, construction and accommodation issues in general.
- The management of the State's Heritage property portfolio in a manner that conserves and protects while maximising and improving public access.
- The expansion of the OPW's role in procuring goods and services for other Government Departments and Agencies.
- The development of ICT Strategy that is closely aligned to the OPW's operational and strategic goals and objectives.
- The implementation and further development of human resource management strategy.

- Teicneolaíochtaí Faisnéise agus Cumarsáide (ICT) – baineann an OPW leas as ICT chun cabhrú lena ghníomhaíochtaí laethúla.
- Modhanna oibre Foirne agus Trasfheidhmiúla – i láthair na huaire úsáideann an OPW modhanna oibre trasfheidhmiúla i roinnt mhaith réimsí agus tá sé beartaithe é a leathnú amach go réimsí amach anseo.
- Comhpháirtíocht – tá cur chuige dearfach ag an OPW i ndáil leis an múnla Comhpháirtíochta mar uirlis chun cumarsáid a fheabhsú agus chun ionchur foirne a chinntiú maidir le forbairt polasáí.
- Creidiúnú ISO – bhain an OPW creidiúnú ISO amach dá phríomhphróisis ghnó.
- Obair gníomhaireachta do chomhlachtaí na Roinne agus seirbhíse poiblí – feidhmíonn an OPW mar ghníomhaire nó mar sholáthróir seirbhísí roinnte do Ranna agus Gníomhaireachtaí cliant maidir le maoin a fháil agus maidir le hearraí agus seirbhísí a chur ar fáil.
- Forbairtí reachtúla, rialúcháin agus maoirseachta – is féidir le hathruithe i reachtaíocht agus/nó rialúcháin agus forbairtí i réimse maoirseacht agus rialú seirbhíse poiblí tionchar a imirt ar ghníomhaíochtaí laethúla an OPW.

Deiseanna agus Dúshlán

Agus aird á tabhairt ar Bheartas an Rialtais, ar an timpeallacht ina mbímid ag obair agus ar riachtanais ár gcustaiméirí, feictear don OPW go n-eascróidh ár ndeiseanna agus ár ndúshlán ardleibhéil sna réimsí seo a leanas:

- Ár gclár díláraithe féin a chur i gcrích mar aon le críoch a chur le soláthar maoine agus cóiríocht do phríomhchlar díláraithe an Rialtais.
- Ár ról mar ghníomhaireacht cheannasach i mbainistiú Riosca Tuile a chomhlíonadh.
- Leanúint mar sholáthraí seirbhíse de rogha an Rialtais i réimse na bainistíochta maoine. Forbairt a dhéanamh mar ionad feabhais i réimsí maoine agus foirgníochta agus i réimse na hinbhuanaitheachta mar a

- The expansion of cross-functional, cross-reporting and cross-discipline methods of operation further throughout the OPW.
- The further integration of sustainability practices into all business activities of the OPW.

Key Objectives

In pursuance of these opportunities and challenges and taking into consideration the environment in which we work, we have drawn up the following key objectives as a blueprint for the OPW's work over the three years of this Strategy.

1. To devise and deliver on Annual Work Programmes which are in line with Government policies and priorities and which respond to Customers' requirements in a timely and sustainable manner, providing value for money.
2. To deliver successfully on the property and accommodation requirements of the Government's Decentralisation programme.
3. To deliver successfully on the decentralisation of the OPW.
4. To advise the Government in relation to policy development and legislative requirements for flood risk management and to develop, coordinate and implement programmes and measures to reduce the national level of flood risk to people, businesses, infrastructure and the environment.
5. To manage the OPW's property portfolio effectively, ensuring that its potential is maximised and that it is used efficiently in terms of value for money, sustainability, space and energy consumption.
6. To manage the State's Heritage property portfolio in a manner that conserves and protects while maximising and improving public access, presenting the sites to best advantage and ensuring that visitor enjoyment and education experiences are enhanced.
7. To optimise value in the procurement of services, works and supplies in a sustainable manner and in line with Government policies.

bhaineann sé le maoin, foirgníocht agus ceistanna cóiríochta tríd is tríd.

- Cúram mhaoin Oidhreachta an Stáit a bhainistiú ar shlí a gcaomhnaíonn agus a gcosnaíonn agus rochtain phoiblí á uasmhéadú agus á fheabhsú.
- Ról an OPW a leathnú maidir le hearraí agus seirbhísí a fháil do Ranna agus Gníomhaireachtaí Rialtais eile.
- Straitéis ICT a fhorbairt atá ailínithe go dlúth le spriocanna agus le cuspóirí feidhmiúla agus straitéiseacha an OPW.
- Straitéis bainistíochta acmhainní daonna a chur i bhfeidhm agus a fhorbairt a thuilleadh.
- Modhanna oibríochta trasfheidhmiúla, trastuairiscithe agus trasdisciplín a leathnú a thuilleadh ar fud an OPW.
- Cleachtais inbhuanaitheachta a chomhtháthú a thuilleadh isteach le gníomhaíochtaí gnó uile an OPW.

Príomhchuspóirí

De bhun na ndeiseanna agus na ndúshlán sin agus aird a tabhairt ar an timpeallacht ina noibrimid, tá na príomhchuspóirí seo a leanas dréachtaithe againn mar threoirphlean ar obair an OPW do na trí bliana den straitéis seo.

1. Cláir Oibre Bhliantúla atá ar aon dul le beartais agus le tosaíochtaí an Rialtais agus a fhreagraíonn do riachtanais Chustaiméirí ar shlí thráthúil agus inbhuanaithe, ina gcuirtear luach ar airgead ar fáil, a cheapadh agus a sheachadadh.
2. Riachtanais maoine agus cóiríochta do chlár Dílraithe an Rialtais a sheachadadh go rathúil.
3. Dílárú an OPW a sheachadadh go rathúil.
4. Comhairle a chur ar an Rialtas maidir le forbairt beartas agus riachtanais reachtúla i dtaobh bainistíocht riosca tuile agus chun cláir agus bearta a fhorbairt, a chomhordú agus a chur i bhfeidhm d'fhonn leibhéal náisiúnta an riosca tuile do dhaoine, do ghnólachtaí, d'infreastruchtúr agus don chomhshaol a laghdú.
5. Cúram maoine an OPW a bhainistiú go héifeachtach, ina gcinntítear go mbainfear

8. To support the effective, efficient and sustainable delivery of the OPW's work programme through the ongoing design and development of ICT and Data Management aligned to the OPW's operational and strategic goals and objectives.
 9. To maximise communication with, input from and development of people within the OPW by the implementation and further development of HR strategy and the development and promotion of the Partnership model.
 10. To develop a new corporate structure which ensures better integration and communication thereby improving on service delivery.
 11. To fully integrate the principles of sustainable development into the design, construction and procurement services and day-to-day activities of the OPW.
- an leas is mó as a phoitéinseal agus go n-úsáidtear é go héifeachtúil i dtéarmaí luach ar airgead, inbhuanaitheachta, spáis agus tomhaltas fuinnimh.
6. Cúram mhaoin Oidhreacht an Stáit a bhainistiú ar shlí a gcaomhnaíonn agus a gcosnaíonn agus rochtain phoiblí á huasmhéadú agus á feabhsú, ina láithrítear na suímh chun an leas is mó a bhaint astu agus chun a chinntiú go gcuirfear le taitneamh agus eispéiris oideachais cuairteoirí.
 7. An luach is mó agus is féidir a fháil maidir le soláthar seirbhísí, oibreacha agus soláthairtí ar shlí inbhuanaithe agus ar aon dul le beartais an Rialtais.
 8. Tacú le seachadadh éifeachtach, éifeachtúil agus inbhuanaithe chlár oibre an OPW trí ICT agus Bainistíochta Sonraí a fhorbairt agus a chur i bhfeidhm chun cuspóirí agus spriocanna straitéiseacha an OPW a chomhlíonadh.
 9. Cur chomh mór agus is féidir le cumarsáid, le hionchur daoine agus le forbairt daoine laistigh den OPW tríd an Straitéis HR a chur i bhfeidhm agus a fhorbairt a thuilleadh agus chun an múnla Comhpháirtíochta a fhorbairt agus a chur chun cinn.
 10. Struchtúr nua corparáide a fhorbairt a chinnteoidh go mbeidh comhtháthú agus cumarsáid níos fearr ann agus go mbeidh feabhas ar sheachadadh seirbhíse dá bharr.
 11. Prionsabail na forbartha inbhuanaithe a chomhtháthú go hiomlán isteach le dearadh, tógáil agus seirbhísí soláthair agus i ngníomhaíochtaí laethúla an OPW.





Clonmacnoise
Cluain Mhic Nóis

Mission of the OPW

The Mission of the Office of Public Works (OPW) 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 OPW is first and foremost a service organisation. Its ethos is client focus, timely delivery and value for money in a sustainable manner.

Our customers are Government, other Departments, Offices and Agencies and ultimately the public. Our core services are property maintenance, property management, architectural services, flood risk management and engineering services, heritage services, project management and procurement services. We also deliver a facilities and building management service, an art management service and conference and event management.

OPW's Legal Framework

The legal framework within which the OPW operates and which guides the specific core activities carried out by the Office is set out principally in the following enactments:

- Public Works Act 1831.
- State Property Act 1954.
- State Authorities (Development and Management) Act 1993.
- Arterial Drainage Acts 1945 – 1995.
- Commissioners of Public Works (Functions and Powers) Act 1996.
- National Monuments Acts 1954 – 1999.

This body of legislation confers relevant powers in relation to the OPW on the Minister for Finance and that Minister remains the legal head and the ultimate political authority in respect of the Office.

In common with other Departments and Agencies of State, the OPW is also subject to the provisions of legislation such as:

- Civil Service Regulation Acts 1923 – 2005.
- Data Protection Acts 1988 and 2003.
- Prompt Payment of Accounts Act 1997.

Misean an OPW

Is é Misean Oifig na nOibreacha Poiblí (OPW):

Seirbhísí do chustaiméirí ar ardchaighdeán maidir le maoin, bainistíocht riosca tuile, soláthar ginearálta agus oidhreacht a sheachadadh, mar thaca le beartais an Rialtais, sa tslí is inbhuanaithe, is éifeachtúla, is eacnamúla agus is indéanta.

Thar aon rud eile, is eagraíocht seirbhíse é an OPW. Is é t-éiteas atá aige - fócas ar an gcliant, seachadadh tráthuill agus luach ar airgead ar shlí inbhuanaithe.

Áirítear ar ár gcustaiméirí an Rialtas, Ranna eile, Oifigí agus Gníomhaireachtaí agus gan amhras, an pobal. Is iad na príomhsheirbhísí atá againn cothabháil maoin, bainistíocht maoin, seirbhísí ailtireachta, bainistíocht riosca tuile agus seirbhísí innealtóireachta, seirbhísí oidhreacht, bainistíocht tionscadail agus seirbhísí soláthair. Chomh maith leis sin, déanaimid áiseanna agus seirbhís bainistíochta foirgníochta, seirbhís bainistíochta ealaíne, mar aon le bainistíocht comhdhálacha agus imeachtaí a sheachadadh.

Creat Dlíthiúil an OPW

Leagtar amach go príomha sna hachtacháin seo a leanas an creat dlíthiúil ina bhfeidhmíonn an OPW agus a threoraíonn na príomhghníomhaíochtaí sainsiúla a dhéanann an Oifig:

- Public Works Act 1831.
- An tAcht Maoine Stáit 1954.
- An tAcht um Údarás Stáit (Forbairt agus Bainisteoireacht) 1993.
- Na hAchtanna Siltin Airtéirigh 1945 – 1995.
- An tAcht um Choimisinéirí na nOibreacha Poiblí (Feidhmeanna agus Cumhachtaí) 1996.
- Achtanna na Séadchomharthaí Náisiúnta 1954 – 1999.

Bronnann an corpas reachtaíochta seo cumhachtaí cuí ar an Aire Airgeadais i ndáil leis an OPW agus fanann an tAire sin mar cheann dlí agus an bunúdarás polaitíochta maidir leis an Oifig.

I gcoiteannas le Ranna agus Gníomhaireachtaí Stáit eile, tá an OPW faoi réir na bhforálacha reachtaíochta ar nós:

- Achtanna Rialaithe na Státseirbhíse 1923 – 2005.

- Public Service Management Act 1997.
- Freedom of Information Acts 1997 and 2003.
- Official Languages Act 2003.

Legislation in the areas of employment, equality, health & safety, environment and planning & development also form significant parts of the OPW's legal framework. In particular, newer pieces of legislation such as the Disability Act 2005, the regulations made under the Health and Safety Act 2005 and the Act itself impact on the day to day operations of the OPW.

Management Structure

The OPW's senior management structure is organised around the interlinking entities of the Board and the Management Advisory Committee. This group reports to the Minister of State at the Department of Finance with special responsibility for the OPW and through the Minister for Finance to the Government.

The Board comprises the Chairman and two Commissioners and is the legal entity referred to in relevant legislation and regulations concerning the Commissioners of Public Works.

The Board and the Directors of Architectural Services, Engineering Services and Corporate Services comprise the Management Advisory Committee (MAC). The MAC is the Senior Management group which advises the Minister of State on policy and directs the normal activities and functions of the Office. It also advises and supports the Board in the exercise of its statutory functions.

The main focal points for the activity of the OPW at present are:

Property and construction related services

The OPW provides property management, property maintenance, architectural, engineering, project management and facilities management services to central Government Departments and Agencies.

Management of Flood Risk

The OPW is the lead agency for the management of flood risk measures in Ireland. This role involves the national coordination of activities as well as developing, implementing and

- Na hAchtanna um Chosaint Sonraí 1988 agus 2003.
- An tAcht um Íoc Pras Cuntas 1997.
- An tAcht um Bainistíocht na Seirbhíse Poiblí 1997.
- Na hAchtanna um Shaoráil Faisnéise 1997 agus 2003.
- Acht na dTeangacha Oifigiúla 2003.

Maidir le reachtaíocht i réimsí na fostaíochta, an chomhionannais, sláinte & sábháilteachta, an chomhshaoil agus pleanála & forbartha, is chuid mhaith de chreat dlíthiúil an OPW iad chomh maith. Go sonrach, bíonn tionchar ag píosaí níos nua reachtaíochta cosúil leis an Acht um Míchumas 2005, ag na rialacháin a rinneadh faoin Acht Sláinte agus Sabháilteacht 2005 agus ag an Acht féin ar ghníomhaíochtaí laethúla an OPW.

Struchtúr na Bainistíochta

Eagraítear struchtúr bhainistíocht shinsearach an OPW thart ar aonáin idircheangailte an Bhoird agus an Coiste Comhairleach Bainistíochta. Tuairiscíonn an grúpa seo don Aire Stáit sa Roinn Airgeadais a bhfuil freagracht ar leith air don OPW agus tríd an Aire Airgeadais go dtí an Rialtas.

Cuimsíonn an Bord an Cathaoirleach agus beirt Choimisinéirí agus is é an t-aonán dlíthiúil dá dtagraítear sa reachtaíocht agus sna rialacháin chuí a bhaineann le Coimisinéirí na nOibreacha Poiblí.

Cuimsíonn an Coiste Comhairleach Bainistíochta (MAC) an Bord agus Stiúrthóirí na Seirbhísí Ailtireachta, Seirbhísí Innealtóireachta agus Seirbhísí Corparáide. Is grúpa Bainistíocht Shinsearach é an MAC a chuireann comhairle ar an Aire Stáit maidir le beartas agus is é a stiúrann gnáthghníomhaíochtaí agus gnáthfheidhmeanna na hOifige. Chomh maith leis sin, cuireann sé comhairle ar an mBord agus tacaíonn sé leis i bhfeidhmiú a fheidhmeanna reachtúla agus tacaíonn sé leo.

Is iad na príomhphointí fócais do ghníomhaíocht an OPW i láthair na huaire:

Seirbhísí a bhaineann le maoin agus le foirgníocht

Cuireann an OPW seirbhísí bainistíochta maoin, cothabháil maoin, seirbhísí ailtireachta agus innealtóireachta, bainistíochta tionscadail agus bainistíochta áiseanna ar fáil do Ranna agus Gníomhaireachtaí Rialtais láir.

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.

Procurement Services

The OPW is the principal procurer of a wide range of products such as stationery, vehicles, uniforms, furniture and utilities on behalf of Government Departments and Agencies.

Decentralisation

The OPW is charged with providing the property solutions for all Departments and the majority of Agencies involved in the Government's Decentralisation programme. The OPW itself is decentralising its own staff to two areas as part of that programme i.e. Trim, Co. Meath and Claremorris, Co. Mayo.

Delivery Structure

The operations of the OPW are carried out by nine Business Units, each directed by a member of the MAC. They are:

- Project Management Services
- Property Maintenance Services
- Property Management Services
- Architectural Services
- Flood Risk Management
- Engineering Services
- Government Supplies Agency
- Heritage Services
- Facilities and Event Management Services.

The Business Units are supported centrally by the Corporate Services Division managed by the Director of Corporate Services. Corporate Services include elements such as Human Resource Management, Financial Services, ICT Services and other supports necessary for the day to day operations of the Office.

Bainistíocht Riosca Tuile

Is é an OPW an ghníomhaireacht cheannasach chun bainistiú a dhéanamh ar bhearta riosca tuile in Éirinn. Is é atá i gceist leis an ról seo cornhordú náisiúnta a dhéanamh ar ghníomhaíochtaí mar aon le cláir agus bearta bainistíochta riosca tuile struchtúrtha agus nearnhstruchtúrtha a fhorbairt, a chur i bhfeidhm agus a chothú.

Seirbhísí Oidhreachta

Tá cúram ar an OPW maidir le bainistíocht oibríochtúil ar líon mór príomhshuímh agus foirgnimh oidhreachta ar fud na tíre.

Seirbhísí Soláthair

Is é an OPW an príomhsholáthróir do raon táirgí cosúil le stáiseanóireacht, feithiclí, éidí, troscán agus áiseanna thar ceann Ranna agus Gníomhaireachtaí Rialtais.

Dílárú

Tá an cúram ar an OPW réitigh maoine a chur ar fáil do gach Roinn agus d'fhormhór na nGníomhaireachtaí a bhfuil baint acu le clár Díláraithe an Rialtais. Tá an OPW é féin ag dílárú a chuid foirne go dhá cheantar mar chuid den chlár sin i.e. Baile Átha Troim, Co. na Mí, agus Clár Chlainne Mhuiris, Co. Mhaigh Eo.

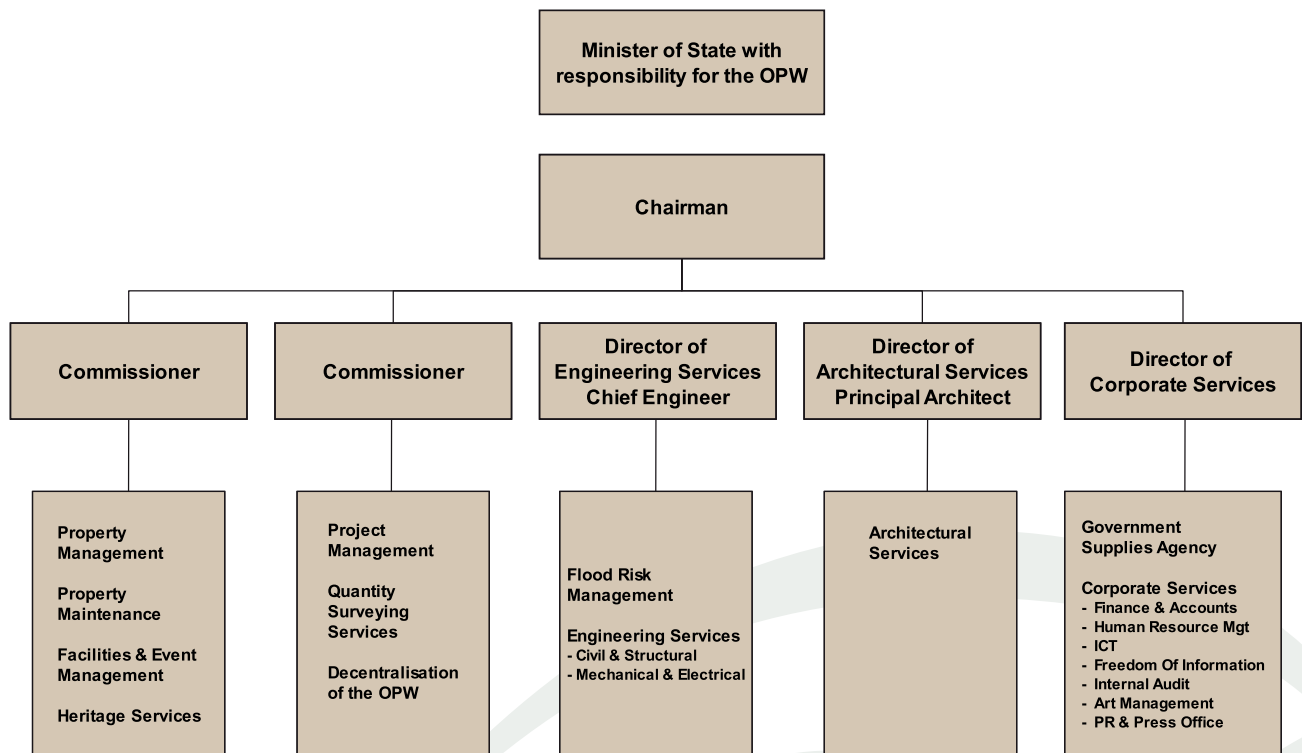
Struchtúr Seachadta

Déanann naoi nAonad Gnó oibríochtaí an OPW, ina ndéanann comhalta amháin den MAC ceann a bhainistiú. Sin iad:

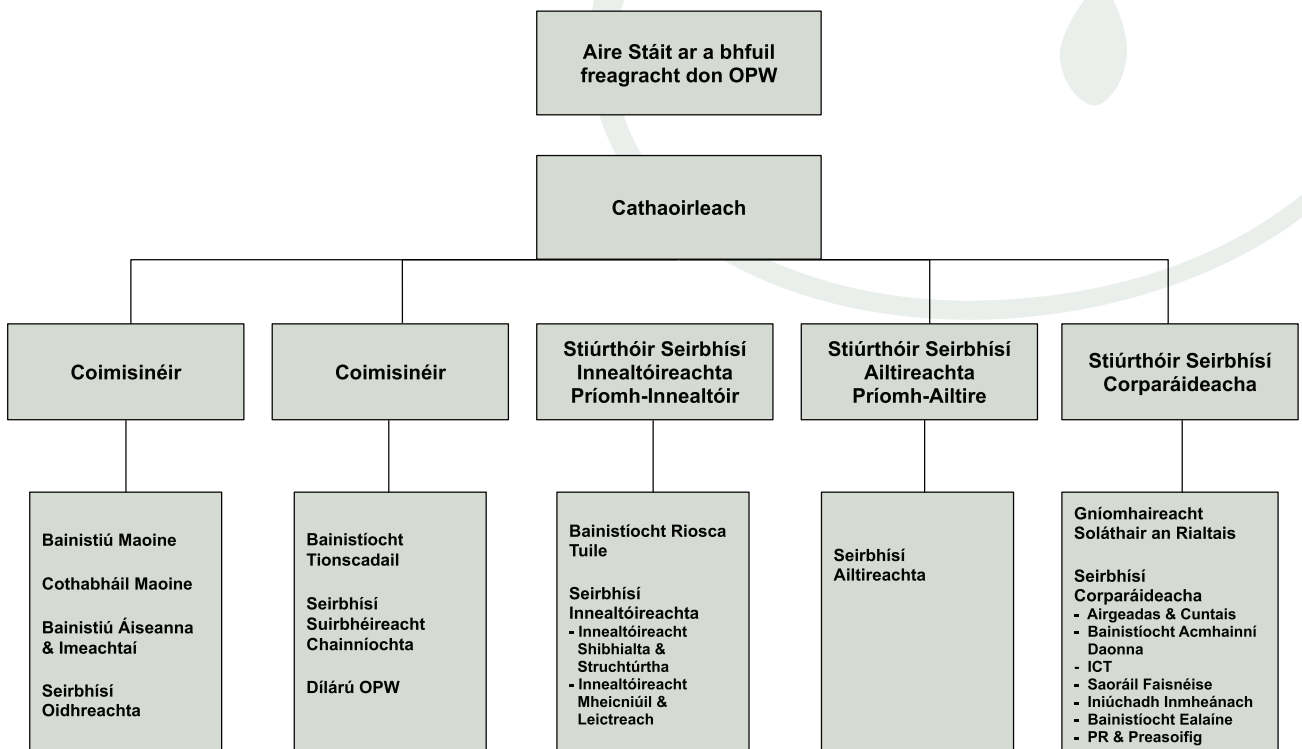
- Seirbhísí Bainistíochta Tionscadail
- Seirbhísí Cothabhála Maoine
- Seirbhísí Bainistíochta Maoine
- Seirbhísí Ailtireachta
- Bainistíocht Riosca Tuile
- Seirbhísí Innealtóireachta
- Gníomhaireacht Soláthair an Rialtais
- Seirbhísí Oidhreachta
- Seirbhísí Áiseanna agus Bainistíochta Imeachtaí.

Tugann an Rannóg Seirbhísí Corparáide, arb é Stiúrthóir Seirbhísí Corparáide a dhéanann é sin a bhainistiú, tacaíocht lárnach do na hAonaid Gnó. Áirítear ar Sheirbhísí Corparáide gnéithe cosúil le Bainistíocht Acmhainní Daonna, Seirbhísí Airgeadais, Seirbhísí ICT agus tacaíochtaí eile is gá d'oibríochtaí laethúla na hOifige.

Organisation Structure of the OPW



Struchtúr Eagraíochta an OPW





Long Gallery, Kilkenny Castle
Áiléar Fada, Caisleán Chill Chainnigh

The OPW is primarily a public service organisation. Its mission, however, requires it to have a strong commercial emphasis. It therefore responds to and is affected in its day to day business by Government policies, economic trends and circumstances and prevailing trends in its area of operations.

As it is a service organisation the OPW has a strong customer focus and as a result the majority of its staff are employed in operational and front line areas responding to customer needs. Our customers are Government, other Departments, Offices and Agencies and ultimately the public. A consultation process with our customers and clients formed an integral part of the development of our Statement of Strategy.

Government Policies

- Agreed Programme for Government (A Blueprint for Ireland's Future 2007–2012)
- National Development Plan 2007 – 2013 (Transforming Ireland – A Better Quality of Life for All)
- Report of the Flood Policy Review Group, 2004
- National Climate Change Strategy 2007 – 2012
- Government White Paper on Delivering a Sustainable Energy Future for Ireland – The Energy Policy Framework 2007 – 2020

These policy documents are important in determining the direction of the OPW over the life of this Strategy Statement.

Programme for Government

The Programme for Government has implications for our Strategy in a number of important areas:

National Development Plan

From the outset the Programme for Government emphasises that the full implementation of the National Development Plan (NDP) will be a priority for Government. The main issues for the OPW emanating from the NDP are explored in more detail in the next section of this Chapter.

Thar aon rud eile, is eagraíocht seirbhís phoiblí é an OPW. Ceanglaíonn a mhisean air, áfach, go mbeadh béim láidir tráchtála aige. Mar sin, freagraíonn sé do bheartais Rialtais, do threochtaí agus dálaí eacnamaíocha agus do threochtaí i réim ina réimse oibríochta agus bíonn tionchar orthu sin ar a ghnó laethúil chomh maith.

Mar gheall gur eagraíocht seirbhíse é, tá fócas láidir ar chustaiméirí ag an OPW agus dá bharr sin, tá formhór na foirne fostaithe i réimsí oibríochtúla agus túsline ag freagairt do riachtanais na gcustaiméirí. Áirítear ar ár gcustaiméirí an Rialtas, Ranna eile, Oifigí agus Gníomhaireachtaí agus ar ndóigh an pobal. Bhí ról lárnach ag próiseas comhairliúcháin lenár gcustaiméirí agus claint i bhforbairt an Ráitis Straitéise seo.

Beartais Rialtais

- Clár Comhaontaithe Rialtais (Treoirphlean do Thodhchaí na hÉireann 2007 – 2012)
- An Plean Forbartha Náisiúnta 2007 – 2013 (Athrú Mór ar Éirinn – Caighdeán Beatha Níos Fearr do Chách)
- Tuarascáil an Grúpa Athbhreithnithe Beartas Tuile
- An Straitéis Náisiúnta um Athrú Aeráide 2007 – 2012
- Páipéar Bán an Rialtais - Ag Seachadadh Todhchaí Fuinnimh Inbhuanaithe d'Éirinn

Tá tábhacht leis na cáipéisí beartais seo chun treoir an OPW thar shaolré an Ráitis Straitéise seo a chinneadh.

Clár Rialtais

Tá impleachtaí ag an gClár Rialtais ar ár Straitéis i roinnt réimsí tábhachtacha:

An Plean Forbartha Náisiúnta

Ón tús, leagann an Clár Rialtais béim go mbeidh cur i bhfeidhm iomlán an Phlean Forbartha Náisiúnta (PFN) mar thosaíocht ag an Rialtas. Déantar cioradh níos sonraithe ar na príomhcheisteanna atá sa PFN maidir leis an OPW sa chéad mhír eile den Chaibidil seo.

Ensuring Value for Money

The Programme for Government requires that all expenditure under the NDP be subject to a robust Value for Money framework. It requires full cost benefit analysis in line with the Department of Finance guidelines for major capital projects over €30 million, implementation of the new procurement arrangements, Programme Evaluations, Value for Money & Policy Reviews and the submission of Annual Output Statements with Annual Estimates to relevant Oireachtas Committees.

Public Sector Management

The Programme for Government calls for the further opening of management roles to the best qualified candidates, the roll out of the Performance Management and Development System (PMDS), improvements in human resource management and succession and career planning.

Decentralisation

The Programme reiterates the Government's commitment to moving ahead with the decentralisation programme, which has major implications for this Office in terms of workload and delivery of services.

Sustainability

The Programme for Government requires the public sector to lead the way on energy efficiency with a target of 33% energy savings by 2020.

Heritage

The Programme for Government commits to a greater emphasis on the protection, conservation, interpretation and access to natural, built and archaeological heritage.

National Development Plan 2007 – 2013

The NDP also has implications for strategy development within the OPW. The programmes set out in the NDP will lead to an increase in demand by Departments and Agencies for property related services. The OPW as the body which provides operational services in this area will therefore see an increase in work in relation to the property function. The area of

Luach ar Airgead a Chinntiú

Ceanglaíonn an Clár Rialtais go mbeidh gach caiteachas faoin PFN faoi réirdhianchreat Luach ar Airgead. Tá gá le hanailís costais tairbhe iomlán ar aon dul le treoirilínte na Roinne Airgeadais maidir le mórhionscadail caipitil níos mó ná €30 milliún, cur i bhfeidhm na socruithe soláthair nua, Measúnuithe Cláir, Athbhreithnithe Luach ar Airgead & Beartas agus Ráitis Bhliantúla Aschuir ar a bhfuil Meastacháin Bhliantúla a chur isteach go Coistí Oireachtais cuí.

Bainistíocht Earnáil Phoiblí

Éilíonn an Clár Rialtais go n-osclófaí ról bainistíochta do na hiarrthóirí is fearr cáilithe, go ndéanfaí Córas Feidhmíochta Bainistíochta agus Forbartha (PMDS) a leathnú amach, go ndéanfaí feabhsúcháin i mbainistíocht acmhainní daonna agus i gcomharbas agus i bpleanáil gairme.

Dílárú

Deimhníonn an Clár arís gealltanas an Rialtais chun bogadh ar aghaidh leis an gclár díláraithe, ag a bhfuil mórimpleachtaí don Oifig i dtéarmaí ualach oibre agus seirbhísí a sheachadadh.

Inbhuanaítheacht

Ceanglaíonn an Clár Rialtais ar an earnáil poiblí a bheith ceannródaíoch maidir le héifeachtúlacht fuinnimh agus sprioc 33% de choigiltis fuinnimh acu faoin mbliain 2020.

Oidhreacht

Tá an Clár Rialtais tiomnaithe go leagfaí níos mó béime ar an oidhreacht nádúrtha, thógtha agus seandálaíochta a chosaint, a chaomhnú, a léirmhíniú agus ar rochtain uirthi.

An Plean Forbartha Náisiúnta 2007 – 2013

Tá impleachtaí ag an PFN ar fhorbairt Straitéise laistigh den OPW. De thoradh na gclár a leagtar amach sa PFN, beidh méadú ar an éileamh ó Ranna agus ó ghníomhaireachtaí ar sheirbhísí a bhaineann le maoin. Mar an eagraíocht a chuireann seirbhísí oibríochtúla sa réimse

Flood Risk Management will also see an increase in operational demand driven by development pressure and climate change. The following outlines areas of the NDP which will directly impact on strategy development in the OPW:

Value for Money

In common with the Programme for Government the NDP emphasises the centrality of ensuring maximum output and impact for the investment of taxpayers money.

Government Buildings and Infrastructure

The programme outlines Government commitment to the provision of good quality office accommodation which provides a suitable environment for both staff and visitors. It highlights the requirements of universal access, sustainability and compliance with health and safety regulations. It also refers to the need to consider whole-life costs of accommodation, the importance of the efficient use of space, fit out standards, ongoing energy and maintenance costs and flexibility in meeting changing needs.

Decentralisation

The NDP provides for the infrastructural requirements of the Government's Decentralisation Programme which is proceeding steadily. The OPW is charged with the provision of new buildings for the Departments and Offices which are to be decentralised.

Garda Programme

The OPW has ongoing responsibility for the purchase of sites for Garda stations and an ongoing programme of new construction and rebuilding (including the Forensic Science Laboratory) derived from priorities determined by the Department of Justice, Equality and Law Reform and An Garda Síochána.

Culture and Built Heritage

The NDP seeks to protect and showcase our cultural heritage for both the benefit of people today and for future generations and

seo ar fáil, is léir don OPW go mbeidh méadú ar obair na hoifige i ndáil le maoin. Beidh méadú in éileamh oibríochtúil tiomáinte ag brú forbartha agus athrú aeráide sa réimse Bainistíochta Riosca Tuile. Sainítear anseo a leanas réimsí den PFN a mbeidh tionchar díreach acu ar fhorbairt Straitéise san OPW:

Luach ar airgead

I gcomhchoiteann leis an gClár Rialtais, leagann an PFN béim ar an lárnacht a bhaineann leis an aschur agus an tionchar is mó a chinntiú i ndáil le hairgead cáiniocóirí a infheistiú.

Foirgnimh Rialtais agus Infreastuctúr

Sainíonn an clár gealltanais an Rialtais i dtaobh cóiríocht oifige ar chaighdeán maith a chur ar fáil, rud a chuirfidh timpeallacht chuí ar fáil don fhoireann agus do chuairoteoirí araon. Leagann sé béim ar na riachtanais a bhaineann le huilerochtain, inbhuanaitheacht agus rialacháin sláinte agus sábháilteachta a chomhlíonadh. Tagraíonn sé chomh maith don riachtanas go ndéanfaí breithniú ar chostais cóiríochta lánsaoil, ar an tábhacht atá le húsáid éifeachtúil spáis, ar chaighdeán feistithe, ar chostais leanúnacha fuinnimh agus cothabhála agus solúbthacht maidir le riachtanais athraithe a chomhlíonadh.

Dílárú

Clúdaíonn an PFN riachtanais infreastuctúr Clár Dílárú an Rialtais, clár atá á gcur i bhfeidhm go rianúil. Tá sé de dhualgas ar an OPW foirgnimh a chur ar fáil dos na hOifigí agus Ranna Stáit atá á dhílárú.

Clár an Gharda Síochána

Tá cúram leanúnach ar an OPW chun suímh a cheannach do stáisiúin Gharda agus clár leanúnach i dtaobh tógáil nua agus atógáil (lena n-áirítear an tSaotharlann Dlí-Eolaíochta) a fhaightear ó thosaíochtaí cinnte ag an Roinn Dlí agus Cirt, Comhionannais agus Athchóirithe Dlí agus an Garda Síochána.

An Oidhreacht Chultúrtha agus Thógtha

Déanann an PFN iarracht ár n-oidhreacht

to conserve and protect our architectural and archaeological heritage. Improvement programmes carried out in this area are agreed with the Department of Environment, Heritage and Local Government and the Department of Arts, Sports and Tourism.

Flood Risk Management

This area of the NDP focuses on:

- relief from flooding where it occurs
- preventing the emergence of new problem areas
- maintenance of existing defences
- flood risk assessment and management studies
- flood forecasting and warning programme
- emergency response and development programme
- planning and development programme
- high risk channel designation
- research programmes and
- Public Awareness Campaigns

Report of the Flood Policy Review Group

Following a 2004 review of the State's approach to flooding, the Government approved the recommendations of the Flood Policy Review Report. The report identified OPW as the lead agency in relation to flood risk management and flood relief policy. It is responsible for developing a co-ordinated response to flood risk management, both in implementing the capital works programme and in identifying and developing key non-structural measures involving Government Departments, Local Authorities and other Bodies. It is also responsible for the examination and review of existing legislation in light of current flood risk management and relief policy and the recent EU directive on flood management.

National Climate Change Strategy 2007 – 2012

The National Climate Change Strategy points out that 'the public sector as the biggest landowner, property owner and tenant has a key leadership role in adopting high energy efficiency standards and practices that can lead by example and

chultúrtha a chosaint agus a léiriú go mórtasach chun tairbhe daoine na linne seo agus na nglún atá le teacht agus chun ár n-oidhreacht ailtireachta agus seandálaíochta a chaomhnú agus a chosaint. Maidir le cláir feabhsúcháin a dhéantar sa réimse seo, déantar iad a chomhaontú leis an Roinn Comhshaoil, Oidhreacht agus Rialtais Áitiúil agus an Roinn Ealaíon, Spóirt agus Turasóireachta.

Bainistíocht Riosca Tuile

Díríonn an chuid seo an PFN ar:

- faoiseamh ó thuile nuair a tharlaíonn sí
- cosc ar theacht chun cinn réimsí nua faidhbe
- cosaintí atá ann cheana a chothabháil
- measúnú riosca tuile agus staidéir bainistíochta
- clár réamhaisnéis agus foláireamh tuile
- clár práinnfhreagra agus forbartha
- clár pleanála agus forbartha
- sonrú cainéal ardriosca
- cláir taighde agus
- Feachtais Feasacht Phoiblí

Tuarascáil ar Ghrúpa Athbhreithnithe Beartas Tuile

Tar éis athbhreithniú in 2004 maidir le cur chuige an Stáit i ndáil le tuile, cheadaigh an Rialtas na moltaí a bhí sa Tuarascáil um Athbhreithniú ar Bheartas Tuile. D'aithin an tuarascáil gurb é an OPW an phríomhghníomhaireacht maidir le bainistíocht riosca tuile agus beartas faoiseamh tuile. Tá an cúram air freagra comhordaithe a fhorbairt i ndáil le bainistíocht riosca tuile, maidir le cur i bhfeidhm an chlár oibreacha caipitil agus maidir le bearta neamhstruchtúrtha a bhfuil Ranna Rialtais, Údaráis Áitiúla agus Comhlachtaí eile i gceist a aithint agus a fhorbairt. Tá cúram air chomh maith maidir le reachtaíocht atá ann cheana a scrúdú agus a athbhreithniú de bharr beartas bainistíocht agus faoiseamh riosca tuile atá ann cheana agus de bharr threoir an AE ar bhainistíocht tuile a tháinig amach le déanaí.

drive change through the wider community. It also plays an important role in creating markets and supply chains for renewable technologies, through setting high standards of energy efficiency in its public procurement of goods and services'. As the body providing property and procurement services to central Government the OPW is a leading stakeholder in carrying out this leadership role. The OPW's role in Flood Risk Management is also influenced greatly by Climate Change issues.

Government White Paper on Delivering a Sustainable Energy Future for Ireland – The Energy Policy Framework 2007 – 2020.

This paper sets out the Government's Policy on delivering a sustainable energy future for Ireland. It is closely aligned with the National Climate Change Strategy. The OPW, because of its roles in property and procurement, can again play a key leadership role in promoting sustainable use of energy.

Other Key Factors in our Environment

Modernisation of the Public Service

The Public Service is currently implementing a Modernisation Programme which encompasses a range of initiatives aimed at modernising the workings of the public service to improve services for all customers and stakeholders. The Modernisation Programme has its roots in the Strategic Management Initiative which was launched in 1994. Delivering Better Government, which was published in 1996, gave direction to the Programme. Frameworks and structures to drive the programme have been put in place under legislation such as the Public Service Management Act 1997 and through the establishment of inter-Departmental networks and groups. The Social Partnership Agreement-Towards 2016 - reaffirmed the parties full commitment to the further development and accelerated implementation of modernisation frameworks in each sector of the public service in order to secure the flexibility required to achieve the highest international standards.

The OPW is committed to implementing this programme internally and this agenda is a key factor impacting on the environment in which we work. Indeed its influence is to be felt

An Straitéis Náisiúnta um Athrú Aeráide 2007 – 2012

Tá sé léirithe sa Straitéis Náisiúnta um Athrú Aeráide 2007 – 2012 gurb í 'an earnáil phoiblí an t-úinéir talún, maoine agus an tionónta is mó sa Stát agus go bhfuil eochair-ról ceannaireachta aici chun glacadh le caighdeáin agus cleachtais ardéifeachtúlachta fuinnimh a fhéadann eiseamláir a thabhairt agus an t-athrú a chur ar aghaidh tríd an bpobal i gcoitinne. Feidhmíonn sí ról tábhachtach freisin chun margáí agus slabhraí soláthair a chruthú do na teicneolaíochtaí in-athnuaite, trí chaighdeáin arda um éifeachtúlacht fuinnimh a shocrú ina soláthar poiblí d'earraí agus seirbhísí.' Mar chomhlacht a chuireann seirbhísí maoine agus soláthair ar fáil don Rialtais láir, is geallsealbhóir ceannasach é an OPW maidir leis an ról ceannaireachta seo a dhéanamh. Tá tionchar mór ag ceisteanna Athrú Aeráide ar ról an OPW ar Bhainistíocht Riosca Tuile.

Páipéar Bán an Rialtais ar Thodhchaí Inbhuanaithe Fuinnimh a Sheachadadh d'Éirinn
Leagann an páipéar seo amach Beartas an Rialtais maidir le todhchaí inbhuanaithe fuinnimh a sheachadadh d'Éirinn. Tá sé ailínithe go dlúth leis an Straitéis Náisiúnta um Athrú Aeráide. Mar gheall ar a ról i maoine agus soláthar, is féidir leis an OPW príomhról ceannaireachta a imirt i gcur chun cinn úsáid inbhuanaithe fuinnimh.

Príomhthosca eile inár gComhshaoil

Nuachóiriú na Seirbhíse Poiblí

Tá Clár Nuachóirithe á chur i bhfeidhm ag an tSeirbhís Phoiblí ina bhfuil réimse tionscnamh chun obair na seirbhísí poiblí a thabhairt cothrom le dáta agus seirbhísí na gcustaiméirí agus an lucht leasa ar fad a fheabhsú. Bunaíodh an Clár Nuachóirithe faoin Tionscnamh Bainistíocht Straitéiseach a seoladh i 1994. Thug Córas Níos Fearr a Chur ar Fáil, a foilsíodh i 1996, treoir don Chlár. Cuireadh creat agus struchtúr i bhfeidhm faoi reachtaíocht cosúil le hAcht um Bainistíocht na Seirbhíse Poiblí 1997 agus trí ghréasáin agus grúpaí idir-Roinne a bhunú. Treisíonn an Comhaontú Comhpháirtíochta - i dTreo 2016 - tiomantas na bpáirtithe do chreat nuachóirithe a fhorbairt agus a chur chun cinn i ngach earnáil den tseirbhís phoiblí chun

on many of the other environmental factors discussed in this chapter.

Decentralisation Programme

As well as decentralising to two regional locations (Trim and Claremorris) by mid 2009, the OPW has a key central role in regard to the provision of property and accommodation solutions for a large number of Public and Civil Service organisations covered by the Programme. Continuing to meet regular work demands and delivering on the needs of the Programme, while simultaneously planning and implementing its own move, continuing to mount a significant modernisation agenda and managing a substantial turnover in staff, imposes significant challenges on the organisation over the lifetime of this Strategy.

Value For Money

The OPW supports a consistent approach to identifying Value for Money outcomes through its Financial and Management Information Systems. These allow managers to closely monitor progress including financial performance against targets and projections. The Office also operates sophisticated project & expenditure planning and monitoring & forecasting systems at Business Unit level.

Market Trends

The OPW continues to be impacted on and in turn to have an influence on the commercial environment in which it operates. Opportunities and challenges also exist for the OPW in the implementation of newer forms of procurement. The Office must be aware of these possibilities and continue to take advantage of them over the lifetime of this Strategy.

Government's Architecture Policy

The OPW, through its Architectural Services, acts as adviser to the Government on Architecture and contributes to the implementation of the Government's Policy on Architecture.

EC Floods Directive

An EC Directive (2007/60/EC) on the assessment and management of flood risk came into force on 26 November 2007. Its aim is to reduce and manage the risk that floods pose to human

a bheith chomh solúbtha go mbainfear an caighdeán idirnáisiúnta is airde amach.

Tá an OPW tiomanta don chlár seo a chur i bhfeidhm go hinmheánach agus beidh an-tionchar aige seo ar ár dtimpeallacht oibre. Go deimhin, beidh tionchar aige ar chúinsí eile a luaitear sa chaibidil seo.

Clár Díláraithe

Mar aon leis an dílárú iomlán go dtí dhá láthar réigiúnacha (Baile Átha Troim agus Clár Chlainne Mhuiris) faoi lár 2009, tá príomhról lárnach ag an OPW maidir le soláthar maoine agus réitigh cóiríochta do líon mór eagraíochtaí Seirbhís Phoiblí agus Stáit atá clúdaithe ag an gClár. Tá dúshlán shuntasacha ann don eagraíocht thar shaolré na straitéise mar shampla, leanúint ag comhlíonadh éilimh oibre rialta agus ag comhlíonadh riachtanais an Chláir agus ag an am céanna pleanáil agus cur i bhfeidhm a dhéanamh ar a bheartas féin, ag leanúint le mórchlár oibre nuachóirithe a bhunú agus ráta athraithe foirne a bhainistiú.

Luach ar airgead

Tacaíonn an OPW le cur chuige comhsheasmhach chun torthaí Luach ar Airgead a aithint trína Chórais Eolais Airgeadais agus Bainistíochta. Ligeann sé seo do bhainisteoirí monatóireacht ghéar a dhéanamh ar dhul chun cinn, lena n-áirítear feidhmíocht airgeadais, in aghaidh spriocanna agus meastachán. Freisin, feidhmíonn an Oifig córais shofaisticiúla tionscadail & pleanála agus monatóireachta & réamhaisnéise caiteachais ag leibhéal an Aonaid Gnó.

Treochtaí Margaidh

Tá tionchar i gcónaí ag an timpeallacht tráchtála ina bhfeidhmíonn an OPW air agus is féidir leis tionchar a imirt uirthi sin chomh maith dá bharr. Tá deiseanna agus dúshlán ann chomh maith don OPW chun cineálacha nua soláthair a chur i bhfeidhm. Ní mór don Oifig a bheith ar an airdeall faoi na féidearthachtaí sin agus leanúint le leas a bhaint astu thar shaolré na straitéise seo.

Beartas Ailtireachta an Rialtais

Feidhmíonn an OPW, trína Sheirbhís Ailtireachta, mar chomhairleoir don Rialtas i ndáil le hAiltireacht agus cuireann sé le cur i bhfeidhm Bheartas Ailtireachta an Rialtais.

health, the environment, cultural and economic heritage. The Directive requires member states to undertake a preliminary assessment of all river basins and coast lines to determine whether they are at existing or potential future significant risk from flooding. In addition, to map the extent of the flood hazard and risk in areas at significant risk and to develop plans to manage that risk. The Directive also requires us to make available to the public the preliminary flood risk assessments, the flood hazard and risk maps and the flood risk management plans.

While much of this work is already underway, because of the volume of the work and the tight time frames imposed, this Directive places significant additional responsibilities on the OPW as the lead agency for Flood Risk Management for Ireland.

Information and Communications Technologies

The OPW endeavours to employ ICT in support of its day to day business, the provision of information to customers, clients and the public, data management, financial reporting and eGovernment initiatives with the aim of achieving greater efficiency and effectiveness throughout the Office as a whole. The OPW will continue to develop and improve in this area in line with its internal policies and Business Plans, recommendations emanating from the recent OECD Review – Ireland, Towards an Integrated Public Service - and the Government's forthcoming Action Plan for the Knowledge Society.

Website Development

A significant project is underway at the time of writing to improve the quality and effectiveness of the OPW Main Website and its subsidiary sites (Flooding, Heritage, visitor site specific etc.). The re-presentation of OPW websites is being done with a view to offering users access to quality information in a timely fashion and providing a platform for possible future development of interactive services. This project will continue during the lifetime of this Strategy.

Team-working and Cross Functional Working

The various Business Units of the OPW currently work closely together on many projects and

Treoir an AE ar Thuille

Tháinig Treoir CE (2007/60/EC) ar mheasúnú agus ar bhainistíocht riosca tuile i bhfeidhm an 26 Samhain 2007. Is é an aidhm atá aici an riosca a bhíonn ag tuille do shláinte daoine, don chomhshaol, don oidhreacht chultúrtha agus eacnamaíoch a laghdú agus a bhainistiú. Ceanglaíonn an Treoir ar bhallstáit réamh-mheasúnú a dhéanamh ar gach abhantrach agus gach cósta chun a chinntiú cibé an bhfuil baol ann cheana nó an bhfuil an seans go mbeadh baol tuile ann amach anseo. Chomh maith le sin chun an ghuais agus riosca tuile a mhapáil i gceantair atá faoi riosca mór agus chun pleananna a fhorbairt chun an riosca sin a bhainistiú. Ceanglaíonn an Treoir orainn na réamh-mheasúnuithe riosca tuile, an ghuais tuile, na mapáí riosca agus na pleananna bainistíochta riosca tuile a chur ar fáil don phobal.

Cé go bhfuil cuid mhaith den obair ar bun cheana féin, mar gheall ar an méid oibre agus dianfhrámaí ama atá leagtha síos, cuireann an Treoir seo cúraimí suntasacha breise ar an OPW mar ghníomhaireacht cheannasach do Bhainistíocht Riosca Tuile d'Éirinn.

Teicneolaíochtaí Eolais agus Cumarsáide

Déanann an OPW a dhícheall ICT a úsáid i dteannta lena ghnó laethúil, chun eolas a chur ar fáil dá chustaiméirí, dá chliaint agus don phobal; chun sonraí a bhainistiú; chun airgeadas a thuairisciú agus do thionscnaimh ríomhsheirbhísí an Rialtais agus é mar aidhm éifeachtúlacht agus éifeachtacht níos mó a bhaint amach ar fud na hoifige ina hiomlán. Leanfaidh an OPW ag forbairt agus ag feabhsú sa réimse seo ar aon dul lena beartais inmheánacha agus Pleananna Gnó, moltaí a tháinig ón Athbhreithniú OECD le gairid - Ireland, Towards an Integrated Public Service, agus Plean Gníomhaíochta an Rialtais do Shochaí an Eolais.

Forbairt Láithreán Gréasáin

Tá tionscadal mór ar bun ag tráth scríbhinnne chun caighdeán agus éifeachtúlacht Phríomhláithreán Gréasáin an OPW agus a fholáithreáin a fheabhsú (Tuile, Oidhreacht, láithreán do chuairoteoirí go sonrach etc.). Tá athléiriúchán láithreáin ghréasáin an OPW

programmes. Our environmental analysis indicates, however, that there are further opportunities to strengthen and improve upon cross functional linkages and systems of operation.

Staff Development

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 that staff be trained to the highest levels and that they are familiar with best practice in areas related to the OPW's core functions. Staff are also 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. Adequate time and resources are provided to give appropriate training in all aspects of their work, particularly in the health and safety area of responsibility. Particular attention to staff development will be required over the period of this Strategy to ensure that the professionalism, range of skills, high morale and work ethic of the OPW are maintained and developed.

Partnership

The OPW sustains a positive approach to the Partnership model as a vehicle for improving communication and ensuring staff input into policy development. This is in line with the recommendation in the recent OECD Report – Towards an Integrated Public Service – that workplace partnership structures should be used to help generate ideas on how to improve performance.

The OPW Partnership structure operates through a series of Working Groups dedicated towards specific areas of activity i.e.

- Strategic Development of the OPW
- Monitoring of Towards 2016
- HRM Strategy Development
- Performance Management and Training Development
- Electronic Clocking/Time Management
- Quality Customer Service

á dhéanamh agus é mar aidhm go mbeidh úsáideoirí in ann teacht ar eolas fiúntach ar shlí thráthuíl agus chun deis a chur ar fáil d'fhorbairt amach anseo ar sheirbhísí idirghníomhacha a d'fhéadfadh a bheith ann. Leanfaidh an tionscadal seo ar feadh shaolré na Straitéise.

Obair foirne agus Obair Thrasfheidhmiúil
Oibríonn Aonaid Ghnó an OPW go dlúth lena chéile ar go leor tionscadal agus clár. Cuireann ár n-anailís comhshaoil in iúl, áfach, go bhfuil tuilleadh deiseanna ann chun nascálacha trasfheidhmiúla agus córais oibríochta a neartú agus a fheabhsú.

Forbairt Foirne

Is é príomhshócmhainn na hOifige agus seirbhís ar ardchaighdeán á seachadadh gairmiúlacht agus saineolas na foirne i ndáil le speictream scileanna an-leathan. Is príomhchuspóir é go mbeadh an fhoireann oile do na leibhéil is airde agus go bhfuil cleachtadh acu ar dhea-chleachtas sna réimsí a bhaineann le príomhfheidhmeanna an OPW. Éascaítear agus spreagtar an fhoireann chomh maith oiliúint chuí ghairmiúil a fháil i réimsí ar nós soláthair agus bainistíocht maoine agus eastáit. Leagtar béim speisialta ar fhorbairt leanúnach ghairmiúil don fhoireann ghairmiúil agus theicniúil. Cuirtear am agus acmhainní dóthanacha ar fáil chun oiliúint chuí a thabhairt i ndáil le gach gné den obair a bhíonn acu, go háirithe sa réimse freagrachta sláinte agus sábháilteachta.

Ní mór aird ar leith a thabhairt ar fhorbairt foirne thar an tréimhse seo chun a chinntiú go mbeidh gairmiúlacht, an raon scileanna, meanma ard agus eitic oibre an OPW á gcur chun cinn agus á bhforbairt.

Comhpháirtíocht

Tá cur chuige dearfach ag an OPW i ndáil leis an múnla Comhpháirtíochta mar uirlis chun cumarsáid a fheabhsú agus chun ionchur foirne a chinntiú maidir le forbairt polasaí. Tá sé seo ar aon dul leis an moladh a tháinig ón Athbhreithniú OECD le gairid - Ireland, Towards an Integrated Public Service – gur cóir struchtúir comhpháirtíochtaí a úsáid chun samointí agus tuairmí a chothú maidir le feabhsú feidhmíochta.

Communication Strategy

Sustainability Strategy

Merit Awards

Sports and Social matters

ISO Accreditation

The OPW has achieved ISO accreditation for its main business processes. These include:

Project Management Services; Architectural Services; Flood Risk Management Services; Engineering Services; Property Management Services and Government Supplies Agency.

Taken together with an organisational ethic of providing premium services in the areas where it operates, these provide an assurance in relation to the quality and consistency that customers can expect. The accreditation is independently certified by the National Standards Authority of Ireland (NSAI) and the OPW is audited by them annually to ensure that standards are maintained. The OPW has been successful in every accreditation audit since the first accreditation was obtained in 1999.

Sustainability

While this Strategy was being developed the OPW's Sustainability Task Force was engaged in a project to:

- Review and record, for all Business Units, the sustainability oriented practices currently conducted.
- Identify opportunities for further sustainability practices applicable for each Business Unit.
- Develop methods to ensure implementation of these sustainability practices by integration of the same into the appropriate business systems.

The development of the OPW as a centre of excellence and advice for clients and customers in this area will present a significant opportunity to the office over the period of this Strategy.

Agency work for other Departments and Organisations

The Office of Public Works acts as agent for client Departments and Agencies in the acquisition of sites and the procurement of accommodation.

Feidhmíonn struchtúr Comhpháirtíochta an OPW trí shraith Grúpaí Oibre atá tiomnaithe i dtreo sainréimsí gníomhaíochta i.e.

Forbairt Straitéiseach an OPW

Monatóireacht ar i dTreo 2016

Forbairt Straitéise HRM

Bainistíocht Feidhmíochta agus Forbairt Oiliúna

Clogáil Leictreonach/Bainistíocht Ama

Seirbhís ar Ardchaighdeán do Chustaiméirí Straitéis Cumarsáide

Straitéis Inbhuanaithe

Gradaim Fiúntais

Ábhair Spóirt agus Shóisialta

Creidiúint ISO

Bhain an OPW creidiúnú ISO amach dá phríomhphróisis ghnó. Áirítear orthu sin: Seirbhísí Bainistíochta Tionscadail; Seirbhísí Ailtireachta; Seirbhísí Bainistíochta Riosca Tuile; Seirbhísí Innealtóireachta; Seirbhísí Bainistíochta Maoine agus Gníomhaireacht Soláthair an Rialtais.

Agus iad seo á dtógáil i dteannta le heitic eagraíochtúil príomhsheirbhísí a chur ar fáil sna réimsí ina bhfeidhmíonn sé, cuireann siad seo dearbhú ar fáil i ndáil leis an gcaighdeán agus leis an gcomhsheasmhacht a bhféadfadh custaiméirí a bheith ag súil leis. Is é an tUdarás um Chaighdeán Náisiúnta na hÉireann (NSAI) a dheimhníonn an creidiúnú go neamhspleách agus déanann siad iniúchadh ar an OPW go bliantúil chun a chinntiú go gcomhlíontar caighdeán. D'éirigh go maith leis an OPW i ngach iniúchadh creidiúnaithe ó fuair siad an chéad chreidiúnú sa bhliain 1999.

Fad a bhí an Straitéis seo á cur le chéile bhí Tascfhórsa Inbhuanaitheachta an OPW ag obair ar thionscadal chun:

- Athbhreithniú agus taifead a dhéanamh, do gach Aonad Gnó, ar chleachtais inbhuanaitheachta a dhéantar i láthair na huaire.
- Deiseanna a aithint do chleachtais bhreise inbhuanaitheachta is infheidhme do gach Aonad Gnó.
- Modhanna a fhorbairt chun a chinntiú go gcuirfí na cleachtais inbhuanaitheachta seo i

Examples of these bodies are the Department of Education and Science (acquisition of sites for both primary and post primary schools), the Courts Service (property acquisition and accommodation procurement) and the Irish Prison Service (property, design and project management services).

The Government Supplies Agency (GSA) provides a shared procurement service to Government Departments, Offices and Agencies which ensures compliance with procurement rules for those bodies and also achieves savings for them. The procurement service includes vehicles & transport equipment, clothing & uniforms (including footwear), printing services, stationery & office supplies, fuels and advertising services. The service is provided principally by way of call-off contracts which cover the supply of a defined range of products for a specified period of time, usually at a fixed price. The GSA also procures utilities i.e. electricity and natural gas at fixed and significantly reduced rates for participating Departments and Offices.

Legislative, Regulatory and Supervisory Developments

As indicated in Chapter 1, the OPW is subject to the provisions of a wide range of legislation and regulation. Changes in national and EU legislation and regulations along with court rulings all have potential impact on the OPW. Similarly decisions and analyses of bodies such as the Public Accounts Committee, the Comptroller and Auditor General, the Ombudsman/Information Commissioner, the Language Commissioner and the Data Protection Commissioner will also have an affect on us.

bhfeidhm tríd na rudaí céanna a chomhtháthú isteach go córais ghnó chuí.

Maidir leis an bhforbairt atá á dhéanamh ag an OPW mar ionad feabhais agus comhairle do chliaint agus do chustaiméirí sa réimse seo, beidh deis shuntasach anseo don oifig thar thréimhse na straitéise seo.

Obair ghníomhaireachta do Ranna agus d'Eagraíochtaí eile

Feidhmíonn Oifig na nOibreacha Poiblí mar ghníomhaire do Ranna agus Gníomhaireachtaí cliaint maidir le suímh a fháil agus cóiríocht a sholáthar. Áirítear ar na comhlachtaí sin an Roinn Oideachais agus Eolaíochta (suímh a fháil do bhunscoileanna agus d'iarbhunscoileanna), an tSeirbhís Chúirteanna (maoin a fháil agus cóiríocht a sholáthar), Seirbhís Phríosúin na hÉireann (seirbhísí maoine, deartha agus bainistíochta tionscadail).

Cuireann Gníomhaireacht Soláthair an Rialtais (GSA) seirbhís roinnte soláthair ar fáil do Ranna, Oifigí agus Gníomhaireachtaí Rialtais rud a chinntíonn go gcomhlíontar rialacha soláthair do na comhlachtaí sin agus go ndéantar coigiltis dóibh. Áirítear ar an tseirbhís soláthair feithiclí & trealamh iompair, éadach & éidí (lena n-áirítear coisbheart), seirbhísí clódóireachta, soláthairtí stáiseanáireachta & oifige, breoslaí agus seirbhísí fógraíochta. Cuirtear an tseirbhís ar fáil go príomha trí chonarthaí glao isteach a chlúdaíonn soláthar raon sainithe táirgí ar feadh tréimhse shainithe ama, ar phraghas seasta de ghnáth. Freisin, soláthraíonn an GSA fónais i.e. leictreachas agus gás nádúrtha ag rátaí seasta agus rátaí atá laghdaithe go mór do Ranna agus d'Oifigí rannpháirteacha.

Forbairtí Reachtúla, Rialúcháin agus Maoirseachta

Mar atá léirithe i gCaibidil 1, tá an OPW faoi réir forálacha raon leathan reachtaíochta agus rialachán. Maidir le hathruithe i reachtaíocht agus i rialachán naisiúnta agus an AE mar aon le rialuithe cúirte, d'fhéadfadh tionchar a bheith acu ar an OPW. Ina theannta sin, i ndáil leis an gCoiste um Chuntais Phoiblí, an tArd-Reachtair Cuntas agus Ciste, an tOmbudsman/an Coimisinéir Faisnéise, an Coimisinéir Teanga agus an Coimisinéir Cosanta Sonraí, beidh tionchar ag a gcinntí agus a n-anailísí orainnn chomh maith.



Flood Relief Works, Mallow, Co. Cork
Oibreacha Bainistíochta Riosca Tuile, Mala, Co. Chorcaí

The previous chapter's environmental analysis of the OPW points to the opportunities and challenges facing the OPW over the coming three years - a period which will involve major change for both the OPW and its clients and customers.

This chapter explores those opportunities and challenges as the OPW enters the three years encompassed by the Strategy and indicates how these opportunities and challenges link with the objectives we have set ourselves for the period.

Our Day to Day Operations

Our Staff

The Staff of the OPW are crucial to ensuring that the office continues as a delivery focused and forward thinking organisation that meets the needs of our clients and customers on a day to day basis and that can adapt quickly to changes in our environment. The OPW's staff are highly experienced and professional and take exceptional pride in their work. Notwithstanding the impact on the experience level of our operations by the changeover of staff due to decentralisation, the willingness of outgoing and incoming staff to assist and co-operate with each other ensures that the OPW continues as a client responsive organisation.

Focus on Work Achievement

A strong task-focused culture has always been the hallmark of the OPW and this continues with an emphasis on achieving operational, project and programme goals.

Strong Corporate Identity

OPW is a widely recognised brand, locally and nationally. This can in part be attributed to the history of the OPW in the provision of services to the public for over 175 years. These services are associated with many different areas of Irish life at national and regional levels e.g. Government and cultural infrastructure; heritage and archaeological sites; organisation of State events; flood relief and drainage infrastructure.

Positive collegial attitude

The OPW promotes a co-operative and collegial attitude to work among staff, with little emphasis on excessive formality and bureaucracy. This is possible even though we are, as with other Government bodies, organised in a

Déanann anailís comhshaoil an OPW sa chaibidil roimhe seo comharthú maidir lena deiseanna agus na dúshláin atá ann don OPW sna trí bliana atá le teacht – tréimhse ina mbeidh athrú mór don OPW agus dá chliaint agus dá chustaiméirí araon.

Fiosraíonn an chaibidil seo na deiseanna agus na dúshláin sin agus an OPW ag teacht isteach go dtí na trí bliana sin atá cuimsithe sa Straitéis agus cuirtear in iúl conas a thagann na deiseanna agus na dúshláin leis na cuspóirí atá leagtha amach dúinn féin sa tréimhse sin.

Ár nOibríochtaí Laethúla

Ár bhFoireann

Tá Foireann an OPW rithabhachtach chun a chinntiú go leanfaidh an oifig mar eagraíocht fhadradharcach atá dírithe ar sheachadadh agus a chomhlíonann riachtanais ár gcliant agus ár gcustaiméirí ar bhonn laethúil agus gur féidir glacadh go tapa le hathruithe inár dtimpeallacht. Tá foireann an OPW an-ghairmiúil agus go leor taithí acu agus tá siad anmhórtasach faoina gcuid oibre. In ainneoin an tionchair ar leibhéal taithí ár n-oibríochtaí de bharr athrú san fhoireann mar gheall ar dhílárú, cinntíonn toilteanas na foirne atá ag imeacht agus na foirne atá ag teacht cabhrú agus comhoibriú lena chéile go leanfaidh an OPW mar eagraíocht a fhreagraíonn don chliant.

Fócas ar Ghaisce Oibre

Ba é cultúr láidir a bhí dírithe ar thascanna sainmharc an OPW i gcónaí agus leantar leis seo agus béim ar spriocanna oibríochtúla, tionscadail agus cláir a bhaint amach.

Féiniúlacht Láidir Chorparáideach

Is branda atá aitheanta go forleathan, go háitiúil agus go náisiúnta, é an OPW. Tá baint aige seo le stair an OPW i soláthar seirbhísí don phobal le breis agus 175 bliain. Baineann na seirbhísí poiblí seo le go leor réimsí difriúla de shaol na hÉireann ag leibhéal náisiúnta agus réigiúnacha e.g. infreastruchtúr Rialtais agus cultúrtha; suímh oidhreacht agus seandálaíochta, imeachtaí Stáit a eagrú; infreastruchtúr faoiseamh tuile agus draenála.

classic hierarchy and employ formal systems and processes.

Willingness to modernise and embrace change

OPW staff have shown a willingness to modernise and have adapted well to the introduction of new technologies and new systems of working such as the newer forms of contract, the Public Service modernisation agenda, the OPW Towards 2016 Action Plan, ISO accreditation etc. The Civil Service Performance Verification Group, in a recent letter to the Chairman of the OPW acknowledged the progress made by the Office in implementing its Modernisation Action Plan under Towards 2016. The Group emphasised the importance of continuing our efforts on our modernisation programme to ensure that the progress made will not only be retained but will also be the basis for further progress in the future.

Customer Focus

The professionalism of our staff, their emphasis on achieving goals and objectives, their willingness to co-operate with each other to achieve those goals and objectives and their willingness to adapt to change all underpin a strong customer focus within the OPW. The OPW seeks to respond speedily to customers' needs. Decision making and financial authority has been devolved, within clearly defined limits, to allow us to respond quickly to Government and customer requirements. Annual work programmes, the Performance Management and Development System (PMDS) and ISO accreditation all emphasise and promote a strong customer focus within the OPW. Maintenance of this strong customer focus will present a challenge for the OPW over the period of this Strategy in order to ensure that the OPW remains the provider of choice for our customers.

The Key Objectives of this Strategy are designed to ensure that these strengths and qualities are fostered, supported and enhanced wherever possible.

Value for Money

The OPW aims to secure quality for clients and customers while ensuring that on-going value for money is obtained. The assessment of value for money by the OPW therefore is carried out

Cur chuige dearfach dlúthpháirte

Cuireann an OPW cur chuige comhoibríoch agus dlúthpháirte chun cinn i leith na hoibre imeasc foirne, agus ní chuirtear béim ar fhoirmiúlacht agus ar mhaorlathas iomarcach. Tá sé sin indéanta cé go bhfuilimid eagraithe in ordlathas clasaiceach agus cé go gcuirimid córais agus próisis fhoirmiúla i bhfeidhm, amhail comhlachtaí Rialtais eile.

Toilteanas nuachóiriú a dhéanamh agus athrú a chuimsiú

Léirigh foireann OPW toilteanas nuachóiriú a dhéanamh agus ghlac siad go maith le teicneolaíochtaí agus córais nua oibre a thabhairt isteach, córais ar nós cineálacha nua conartha, clár nuachóirithe na Seirbhíse Poiblí, Plean Gníomhaíochta an OPW i dTreo 2016, creidiúnú ISO etc. D'aithin Grúpa Dearbhaithe Feidhmíocht na Stáseirbhíse, a scríobh chuig Cathaoirleach an OPW le déanaí an dul chun cinn atá deánta ag an OPW i gcur i bhfeidhm a Phlean Gníomhaíochta Nuachóiriú i, dTreo 2016. Chuir an Grúpa béim ar an tábhacht a bhaineann lenár iarrachtaí leanúacha an clár sin a chur i bhfeidhm chun a chinntiú go mbeidh an dul chun cinn atá deánta ní amháin coinnithe ach go mbeidh sé mar bhuncloch againn chun dul chun cinn níos mó a dhéanamh amach anseo.

Fócas ar Chustaiméirí

Cuireann gairmiúlacht ár bhfoirne, an bhéim atá acu ar spriocanna agus ar chuspóirí a bhaint amach, a dtoilteanas comhoibriú lena chéile chun na spriocanna agus na cuspóirí a bhaint amach agus a dtoilteanas glacadh le hathrú, bonn faoi fhócas láidir custaiméirí laistigh den OPW. Déanann an OPW iarracht aghaidh a thabhairt go tapa ar riachtanais chustaiméirí. Rinneadh cinnteoireacht agus údarás airgeadais a chineadh, laistigh de shainteoirinneacha soiléire, chun ligean dúinn freagairt go tapa do riachtanais Rialtais agus chustaiméirí. Cuireann clár bhliantúla oibre, Córas Bainistíochta Feidhmíochta agus Forbartha (PMDS) agus creidiúnú ISO go léir béim ar an bhfócas láidir ar chustaiméirí laistigh den OPW agus cuireann siad chun cinn é den chuid is mó. D'fhonn an

taking into consideration whole life costs of goods and services.

Key Objective

To devise and deliver on Annual Work Programmes which are in line with Government policies and priorities and which respond to Customer requirements in a timely and sustainable manner, providing value for money.

Decentralisation of Government Departments and Agencies

The Government reiterated its commitment to the decentralisation of certain Government Departments and Agencies in its Programme for Government and in the NDP 2007 to 2013. Provision of property and accommodation solutions for this programme presents an ongoing and major operational challenge for the OPW. This work is already well underway and will continue as a major element of our work programme for the lifetime of this Strategy.

Key Objective

To deliver successfully on the property and accommodation requirements of the Government's decentralisation programme

Decentralisation of the OPW

The OPW is decentralising to:

Trim (OPW HQ including East Region office involving some 330 posts) and

Claremorris (Western/Northern Region office involving some 120 posts).

Decentralisation presents both challenges and opportunities to the OPW. As indicated earlier the OPW will experience a substantial turnover in staff in the course of the Decentralisation Programme. This presents a challenge to the organisation to manage these changes in a way that ensures that the necessary range of skills and work ethic are retained, developed and strengthened as the people in the organisation change. This challenge must be met in a way that acknowledges the needs and values of the staff that are leaving the organisation, those remaining in it and those who are joining it.

fócas láidir ar chustaiméirí a chothú, beidh dúshlán ann don OPW thar thréimhse na Straitéise seo chun a chinntiú go bhfanann an OPW mar rogha soláthróirí dár gcustaiméirí.

Ceaptar Príomhchuspóirí na Straitéise seo chun a chinntiú go gcothaítear agus go dtacaítear leis na láidreachtaí agus leis na buanna sin agus go gcuirtear chun cinn iad nuair is indéanta.

Luach ar airgead

Bíonn sé mar aidhm ag an OPW caighdeán a bhaint amach do chliant agus do chustaiméirí agus luach ar airgead leanúnach á chinntiú. Mar sin, déantar measúnú luach ar airgead an OPW agus costais lánsaoil earraí agus seirbhísí á dtabhairt san áireamh.

Príomhchuspóir

Clár Oibre Bhliantúla atá ar aon dul le beartais agus le tosaíochtaí an Rialtais agus a fhreagraíonn do riachtanais Chustaiméirí ar shlí thráthuil agus inbhuanaithe, ina gcuirtear luach ar airgead ar fáil, a cheapadh agus a sheachadadh.

Dílárú Ranna agus Gníomhaireachtaí Rialtais

Dearbhaíonn an Rialtas arís a thiomantas Ranna agus Gníomhaireachtaí áirithe Rialtais a dhílárú ina Chlár Rialtais agus sa PFN 2007 go 2013. Is dúshlán mór leanúnach oibríochtúil don OPW réitigh maoine agus cóiríochta a sholáthar. Tá an obair seo ar bun cheana féin agus leanfaidh sé mar mhórgné dár gclár oibre do shaolré na Straitéise seo.

Príomhchuspóir

Riachtanais maoine agus cóiríochta de chlár díláraithe an Rialtais a sheachadadh go ráthuil.

Dílárú OPW

Tá an OPW á dhílárú chuig:

- **Baile Átha Troim** (Ceanncheathrú an OPW lena n-áirítear oifig Réigiún an Oirthir ina bhfuil 330 post), agus

Decentralisation also presents the OPW with an opportunity to review work practices and structures. Our management of the decentralisation process within the organisation and the assimilation of new staff into areas of the OPW affected by decentralisation provides us with an opportunity to create a new and vibrant OPW which still retains the OPW ethos and customer focused outlook.

Key Objective

To deliver successfully on the decentralisation of the OPW

Flood Risk Management

OPW's knowledge and experience in engineering and river management is a strong platform from which to discharge its duties as lead agency for flood risk management. The OPW will continue to develop a co-ordinated response to flood risk management. This response involves the implementation of capital works and the identification, development and co-ordination of key non-structural measures involving Government Departments, Local Authorities and other Bodies. Planning and development pressures, particularly in the environs of the hubs and gateways identified in the National Spatial Strategy and challenges in relation to Climate Change will underline the importance of this work during the period of the Strategy. Opportunities will also exist to harness this experience in the OPW's role of advising Government on legislative and policy issues in relation to flood risk management and on our response to and implementation of the EU Directive on flood management.

Key Objective

To advise the Government in relation to policy development and legislative requirements for flood risk management and to develop, coordinate and implement programmes and measures to reduce the national level of flood risk to people, businesses, infrastructure and the environment.

- *Clár Chlainne Mhuiris* (oifig Réigiún an Iarthair/an Tuaiscirt ina bhfuil 120 post)

Tá idir dhúshlán agus dheiseanna ann don OPW mar gheall ar dhílárú. Mar a cuireadh in iúl roimhe seo, athrófar foireann an OPW go mór le linn an Chláir Díláraithe. Is dúshlán é don eagraíocht na hathruithe sin a bhainistiú ar shlí a gcinntíonn go gcoimeádfar, go bhforbrófar agus go neartófar an raon scileanna agus eitic oibre is gá de réir mar a athraíonn na daoine san eagraíocht. Caithfear an dúshlán seo a chomhlíonadh ar shlí a dtugann aitheantas do riachtanais agus do bhuanna na foirne atá ag fágáil na heagraíochta, dóibh siúd atá ag fanacht agus dóibh siúd atá ag teacht isteach.

Is deis é dílárú don OPW athbhreithniú a dhéanamh ar chleachtais agus ar struchtúir oibre. Is deis é bainistíocht an phróisis díláraithe laistigh den eagraíocht agus comhshamhlú foireann nua i réimsí den OPW a bhfuil tionchar acu ar dhílárú chun OPW nua bríomhar a chruthú, ar OPW é a choimeádann éiteas an OPW agus an dearcadh atá dírithe ar chustaiméirí.

Príomhchuspóir

Dílárú an OPW a sheachadadh go rathúil.

Bainistíocht Riosca Tuile

Tá eolas agus taithí ag an OPW maidir le hinnealtóireacht agus bainistíocht aibhneacha agus is ardán láidir é sin chun a chuid dualgas a chomhlíonadh mar ghníomhaireacht cheannasach i dtaobh bainistíocht riosca tuile. Leanfaidh an OPW le freagra comhordaithe a fhorbairt i ndáil le bainistíocht riosca tuile. Bainfidh an freagra seo le cur i bhfeidhm an chláir oibreacha caipitil agus le bearta neamhstruchtúrtha ina bhfuil Ranna Rialtais, Údaráis Áitiúla agus Comhlachtaí eile i gceist a aithint, a fhorbairt agus a chomhordú. Maidir le brúnna pleanála agus forbartha, go háirithe i bpurláin na mol agus na ngeataí atá aitheanta sa Straitéis Spáis Náisiúnta, agus dúshlán maidir le hAthrú Aeráide, leagfar béim ar thábhacht na hoibre sin le linn thréimhse na

Management of Property Portfolio

The OPW aims to implement a planned policy to acquire, maintain and manage its property portfolio and deliver certain occupant services in particular buildings that take account of the needs of clients and make the best use of available resources. In addition, it implements programmes and projects to provide built accommodation and facilities solutions for Government and State clients, whether in new or existing, owned or leased premises. The OPW has built up a vast amount of experience in these areas over the years and this enables it to apply its expert knowledge and methodologies to ensure that value for money is obtained while securing quality for customers seeking accommodation solutions.

In recent years the OPW has operated in an innovative and proactive fashion to maximise value in its property portfolio. In maximising the potential of particular properties, a range of considerations is taken into account, including:

- usage to their full potential;
- alternative uses to which they might be put;
- overall condition of the property;
- extent to which decisions on decentralisation might impact on them;
- planning issues in the context of their development potential;
- likely market value.

In its property maintenance role, the OPW has put structures in place to ensure that customers receive speedy responses to their needs and that they have a single point of contact within the OPW to articulate those needs and check on progress.

In the Facilities and Events Management area the OPW manages a number of prominent State properties which are used to provide facilities for State functions and hospitality. The OPW also provides event management services for high profile State occasions such as State funerals and commemorations.

The challenge to the OPW in the area of Property and Facilities Management is to remain the Government's provider of choice. In addition,

Straitéise. Beidh deiseanna ann chomh maith chun go mbainfí leas as an taithí sin maidir le ról an OPW comhairle a chur ar an Rialtas ar cheisteanna reachtaíochta agus beartas i ndáil le bainistíocht riosca tuile agus ar ár bhfreagra ar Threoir an AE ar bhainistíocht tuile agus ar chur i bhfeidhm na Treorach sin.

Príomhchuspóir

Comhairle a chur ar an Rialtas maidir le forbairt beartas agus riachtanais reachtúla i dtaobh bainistíocht riosca tuile agus chun cláir agus bearta a fhorbairt, a chomhordú agus a chur i bhfeidhm d'fhonn leibhéal náisiúnta an riosca tuile do dhaoine, do ghnólachtaí, d'infreastruchtúr agus don chomhshaol a laghdú.

Cúram Maoine a Bhainistiú

Tá sé mar aidhm ag an OPW beartas pleanáilte a chur i bhfeidhm chun a chúram maoine a fháil, a chothú agus a bhainistiú mar aon le seachadadh seirbhísí áirithe sealbhóra i bhfoirgnimh áirithe a thugann aird ar riachtanais cliant agus úsáid is fearr na n-acmhainní atá ar fáil. Ina theannta sin, cuireann sé cláir agus tionscadail i bhfeidhm chun cóiríocht agus áiseanna tógtha a chur ar fáil do chliaint an Rialtais agus an Stáit, cibé in áitribh nua, áitribh atá ann cheana, áitribh faoi úinéireacht nó áitribh ar chíos. Tá go leor taithí ag an OPW sna réimsí seo leis na blianta anuas agus cuireann sé sin ar a chumas saineolas agus sainmhodheolaíochta a chur i bhfeidhm chun a chinntiú go bhfaighfear luach ar airgead chomh maith le cáilíocht do chustaiméirí a bhfuil réitigh cóiríochta uathu.

Le blianta beaga anuas, d'fheidhmigh an OPW ar shlí nuála agus réamhghníomhach chun luach a uasmhéadú ina chúram maoine. Agus an leas is mó agus is féidir á bhaint as maoine áirithe, tógtar raon breithnithe i gcuntas, lena n-áirítear:

- cinntiú go bhfuil an leas is mó agus is féidir á bhaint astu;
- úsáidí eile a d'fhéadfadh a bheith acu;
- riocht foriomlán na maoine;

opportunities exist to develop as a centre of excellence in the property and construction fields and in the area of sustainability as it relates to property, construction and accommodation issues in general.

Key Objective

To manage the OPW's property portfolio effectively, ensuring that its potential is maximised and that it is used efficiently in terms of value for money, sustainability, space and energy consumption.

Management of Heritage Portfolio

The OPW is charged with the protection and conservation of Heritage sites while at the same time maximising public access wherever possible and has built a strong and positive reputation in this area. The successful management of these tasks will continue to provide the OPW with opportunities and challenges over the period of this Strategy.

Key Objective

To manage the State's Heritage portfolio, in a manner that conserves and protects while maximising and improving public access, presenting the sites to best advantage and ensuring that visitor enjoyment and education experiences are enhanced.

Procurement of Services, Works and Supplies

On foot of a recent Government Decision, the Minister of State with responsibility for the OPW has been asked to head up a joint public procurement operation between OPW and the Department of Finance to drive a programme of reform and to produce a business plan for savings in purchasing to be achieved by Departments and other public bodies in 2009.

A Review Group has been established to identify on a category by category basis where these savings can be achieved. This Group will actively consider and bring forward proposals for the improvement of the public sector approach to specialist and general procurement. The group will look at the Irish operation and will ensure that best practice, both national

- an méid tionchair a d'fhéadfadh a bheith ag cinntí ar dhílárú;
- ceisteanna pleanála i gcomhthéacs a bpoitéinseal forbartha;
- an luach margaidh a d'fhéadfadh a bheith orthu.

Ina ról cothabhála maoine, tá struchtúir curtha ar bun ag an OPW chun a chinntiú go bhfaigheann custaiméirí freagraí tapa ar a riachtanais agus go bhfuil pointe aonair teagmhála acu laistigh den OPW chun na riachtanais sin a chur in iúl agus scrúdú a dhéanamh ar dhul chun cinn.

Maidir le Bainistíocht Saoraidí agus Imeachtaí, bainistíonn an OPW áiteanna móra an Stáit a úsáidtear d'imeachtaí an Stáit. Cuireann an OPW seirbhísí bainistíocht imeachtaí ar fáil chomh maith d'imeachtaí móra cosúil le sochraidí Stáit nó ócáidí cuimhneacháin.

Is é dúshlán an OPW sa réimse seo fanacht mar sholáthraí de rogha an Rialtais. Ina theannta sin, tá deiseanna ann, forbairt a dhéanamh mar ionad feabhais i réimsí maoine agus foirgníochta agus i réimse na hinbhuanaitheachta mar a bhaineann sé le maoín, foirgníocht agus ceisteanna cóiríochta tríd is tríd.

Príomhchuspóir

Cúram maoine an OPW a bhainistiú go héifeachtach, ina gcinntítear go mbainfear an leas is mó as a phoitéinseal agus go n-úsáidtear é go héifeachtúil i dtéarmaí luach ar airgead, inbhuanaitheachta, spáis agus tomhaltas fuinnimh.

Pórtfóilió Oidhreacht a Bhainistiú

Tá cúram ar an OPW suímh Oidhreacht a chosaint agus a chaomhnú agus rochtain phoiblí á uasmhéadú nuair is féidir ag an am céanna agus tá clú láidir dearfach air sa réimse sin. Tabharfaidh bainistíocht ar an gcás seo deiseanna agus dúshláin ar fáil don OPW thar thréimhse na Straitéise seo.

and international, is critically assessed and incorporated into its proposals. The group may also progress the development of a business plan to reform public procurement and to assist other departments and public service bodies in delivering further savings over the longer term. All aspects of the OPW operation will be examined identifying where its role can be strengthened and more focused. Decisions taken on foot of this review will have a major impact on the OPW's procurement services.

Key Objective

To optimise value in procurement of services, works and supplies in a sustainable manner and in line with Government policies.

Information and Communication Technologies

The OPW is a large, multi-disciplinary and geographically dispersed Office which aims to deliver a quality service to its customers and clients, based on responding promptly to their requests, treating all customers fairly, providing information and services that are fit for purpose and dealing with any issues that may arise speedily. Robust, reliable and integrated ICT systems which are capable of meeting current and future requirements are critical to our success as an organisation. The management and development of these systems must be underpinned by ICT design, management and development that is closely aligned to the OPW's operational and strategic goals and objectives.

Key Objective

To support the effective and efficient delivery of the OPW's work programme through the development and implementation of ICT and Data Management aligned to the OPW's operational and strategic goals and objectives.

Human Resources Management

As has been stated earlier, the Staff of the OPW are crucial to its success as an organisation. A challenge exists for the organisation, particularly at this time of change, to ensure that people are treated fairly, are valued at work and have the opportunity to perform to the best of their

Príomhchuspóir

Cúram mhaoin Oidhreacht an Stáit a bhainistiú ar shlí a gcaomhnaíonn agus a gcosnaíonn agus rochtain phoiblí á huasmhéadú agus á feabhsú, ina láithrítear na suímh chun an leas is mó a bhaint astu agus chun a chinntiú go gcuirfear le taitneamh agus eispéiris oideachais cuairteoirí.

Seirbhísí, Oibreacha agus Soláthairtí a sholáthar

Mar gheall ar chinneadh an Rialtais le déanaí, iarradh ar Aire Stáit an OPW tús a chur le comhoibriú poiblí soláthair idir an OPW agus an Roinn Airgeadais chun clár athchóirithe a chur chun cinn agus chun plean gnó a chur le chéile chun go sábhálfadh Ranna agus comhlachtaí poiblí eile airgead in 2009.

Bunaíodh Grúpa Athbhreithnithe chun sábháil a leagan síos de réir catagóire. Cuirfidh an Grúpa seo moltaí chun cinn chun cur chuige na hearnála maidir le soláthar speisialaithe agus ginearálta a fheabhsú. Breathnóidh an grúpa ar chóras na hÉireann agus cinnteoidh sé go n-úsáidtear dea-chleachtas go náisiúnta agus go hidirnáisiúnta. Féadfaidh an grúpa plean gnó a chur chun cinn chomh maith chun soláthar poiblí a leasú agus chun cabhrú le ranna agus le comhlachtaí eile na seirbhíse poiblí chun airgead a shábháil san fhadtréimhse. Scrúdófar gach gné de chóras an OPW chun a ról a láidriú. Beidh an-tionchar ag cinntí ón athbhreithniú seo ar sheirbhísí soláthair an OPW.

Príomhchuspóir

An luach is mó agus is féidir a fháil maidir le soláthar seirbhísí, oibreacha agus soláthairtí ar shlí inbhuanaithe agus ar aon dul le beartais an Rialtais.

Teicneolaíocht Eolais agus Chumarsáide

Is Oifig mhór, ildisciplíneach atá scaipthe amach go geografach é an OPW a bhfuil mar aidhm aige seirbhís ar ardchaighdeán a sheachadadh dá chustaiméirí agus dá chliaint ar an mbonn go dtabharfar aghaidh go tapa ar

ability while also guaranteeing the needs of the organisation for skilled and motivated staff. In this regard, the OPW is committed to ensuring equality of opportunity within the organisation and to proactively promoting awareness and best practice in this area across the Office. A further challenge is to ensure that staff are given the opportunity and facility to input into the management of the office and the future development of the office.

Key Objective

To maximise communication with, input from and development of people within the OPW by the implementation and further development of HR Strategy and the development and promotion of the Partnership model.

Opportunity to Restructure

The OPW's organisational structure, as described in Chapter 1 works well in terms of the delivery of the OPW's business in all operational areas and it also allows for significant efficiency in terms of task clarity and responsibility allocation. However, while it has been successful in the past, it requires adaptation in the future if we are to respond effectively to the needs of Clients, having regard to the fact that we will be operating from decentralised locations. In the context of a decentralised model, the organisation structure must respond by providing clients with integrated service delivery regionally. In the recent past the OPW sought to achieve progress towards a more co-ordinated approach between the different strands of service delivery. The most obvious manifestation of this is in the effort to break down the traditional barriers between different disciplines and achieve true cross-disciplinary team-working.

For example in the area of Engineering and Flood Relief the OPW undertook to establish 15 programmes involving significant two way cross functional elements between administrative and professional/technical grades. These projects cover issues such as Review of Legislation, Communication Programme, ICT Strategy, Research and Development, Emergency Response

a n-iarratais, go gcaithfear go cothrom le gach custaiméir, go gcuirfear eolas agus seirbhísí ar fáil a oireann don chuspóir agus go rachfar i ngleic le haon cheist a d'fhéadfadh éirí go tapa. Tá córais ICT atá láidir, iontaofa agus comhtháite, atá in ann riachtanais reatha agus amach anseo a chomhlíonadh rithábhachtach chun go n-éireodh lenár n-eagraíocht. Ní mór go mbeadh bonn ag dearadh, bainistíocht agus forbairt ICT atá ailínithe go dlúth le spriocanna agus le cuspóirí feidhmiúla agus straitéiseacha an OPW ar bhainistíocht agus ar fhorbairt na gcóras sin.

Príomhchuspóir

Tacú le seachadadh éifeachtach, éifeachtúil agus inbhuanaithe chlár oibre an OPW trí ICT agus Bainistíochta Sonraí a fhorbairt agus a chur i bhfeidhm chun cuspóirí agus spriocanna straitéiseacha an OPW a chomhlíonadh.

Bainistíocht Acmhainní Daonna

Mar a bhí dearbhaithe níos luaithe, tá rithábhacht le Foireann an OPW chun go n-éireodh leis mar eagraíocht. Tá dúshlán ann don eagraíocht, go háirithe agus athrú ar bhun i láthair na huaire, chun a chinntiú go gcaithfear go cothrom le daoine, go bhfuil luach lena gcuid oibre agus go bhfuil an deis acu feidhmiú go feadh a gcumais agus ráthaíocht ann do riachtanais na heagraíochta d'fhoireann oilte spreagtha. Tá dúshlán eile ann, a chinntiú go dtabharfar an deis agus an áis d'fhoireann ionchur a dhéanamh i mbainistíocht na hoifige agus i bhforbairt na hoifige amach anseo.

Príomhchuspóir

Cur chomh mór agus is féidir le cumarsáid, le hionchur daoine agus le forbairt daoine laistigh den OPW tríd an Straitéis HR a chur i bhfeidhm agus a fhorbairt a thuilleadh agus chun an múnla Comhpháirtíochta a fhorbairt agus a chur chun cinn.

Athstruchtúrú a Dhéanamh

Tá ag éirí go maith le struchtúr eagraíochtúil an OPW, a bhfuil cur síos air i gCaibidil 1,

Development and aspects of the Capital Flood Relief Programme. Cross business function working is operating successfully in the Project and Property Management areas providing an integrated property/project response to the D/Justice Equality and Law Reform in respect of its full Programme requirements.

The challenge for the OPW is to build on these successes and extend and expand cross-functional, cross-reporting and cross-discipline methods of operation further throughout the organisation.

Key Objective

To develop a new corporate structure which ensures better integration and communication thereby improving on service delivery.

OPW's Sustainability Strategy

While sustainability underpins our approach to all of our work in the OPW it merits separate mention as we strive to embed it further into our operations. Building upon existing good practice in sustainability and through actively pursuing the OPW's challenging sustainability targets, the OPW can become a leader in Sustainable Development in Ireland. Each Business Unit will build the targets outlined in our Sustainability Strategy into its Annual Business Plans and will report on progress on reaching those targets when reporting on its Business Plans. The OPW will record and communicate its progress and contributions to sustainability and will take the opportunity to work with client government departments to influence their actions in a more sustainable way.

Key Objective

To fully integrate the principles of sustainable development into the design, construction and procurement services and day-to-day activities of the OPW.

maidir le gnó an OPW a sheachadadh i ngach réimse oibríochtúil agus chomh maith leis sin, ligeann sé d'éifeachtacht shuntasach i dtéarmaí soiléireacht tascanna agus dáileadh freagrachta. Cé gur éirigh go maith leis roimhe seo, áfach, teastaíonn oiriúnú amach anseo má táimid chun aghaidh a thabhairt go héifeachtach ar riachtanais Cliant, agus aird á tabhairt go mbeimid ag feidhmiú ó thrí láthair dhíláráithe. I gcomhthéacs múnla díláraithe, caithfidh an struchtúr eagraíochtúil aghaidh a thabhairt air sin trí sheirbhís chomhtháite atá seachadta go réigiúnach a chur ar fáil do chliaint. Le déanaí, rinne an OPW iarracht dul chun cinn a bhaint amach trí chur chuige níos comhordaithe idir na snáitheanna difriúla de sheachadadh seirbhíse. Léirítear é sin go soiléir tríd an iarracht bacainní traidisiúnta a bhriseadh síos idir disciplíní difriúla agus fíorbair foirne ildisciplíneach a bhaint amach.

Mar shampla, i réimse na hInnealtóireachta agus Faoiseamh Tuile, bheartaigh an OPW go mbunófaí 15 chlár ina raibh gnéithe trasfheidhmiúla dhá bhealach idir gráid riaracháin agus gráid ghairmiúla/theicniúla. Clúdaíonn na tionscadail sin ceisteanna cosúil le hAthbhreithniú ar Reachtaíocht, Clár Cumarsáide, Straitéis ICT, Taighde agus Forbairt, Forbairt Phráinnfhreagartha agus gnéithe den Chlár Caipitil Faoiseamh Tuile. Tá feidhm thrasghnó ag feidhmiú go maith i réimsí Bainistíochta Tionscadail agus Maoine ina gcuirtear freagra comhtháite maoine/tionscadail ar fáil don Roinn Dlí agus Cirt, Comhionannais agus Athchóirithe Dlí i ndáil lena riachtanais iomlána Cláir.

Is é an dúshlán don OPW cur leis na buanna sin agus leathnú agus forbairt a dhéanamh ar mhodhanna trasfheidhmiúla, trastuairiscithe agus trasdisciplíneacha feidhme ar fud na heagraíochta.

Príomhchuspóir

Struchtúr nua corparáide a fhorbairt a chinnteoidh go mbeidh comhtháthú agus cumarsáid níos fearr ann agus go mbeidh feabhas ar sheachadadh seirbhíse dá bharr.

Straitéis Inbhuanaithe an OPW

Cé go gcuireann inbhuanaitheacht bonn faoinár gcur chuige don obair go léir san OPW, is fiú é a lua ar leith agus sinn ar ár ndícheall é a leabú a thuilleadh inár n-oibríochtaí. Ag cur le dea-chleachtas atá ann cheana féin maidir le hinbhuanaitheacht agus trí choinneáil le spriocanna dúshlánacha inbhuanaitheachta an OPW, is féidir leis an OPW a bheith ina cheannaire i ndáil le Forbairt Inbhuanaithe in Éirinn. Tógfaidh gach Aonad Gnó na spriocanna atá sainithe sa Straitéis Inbhuanaitheachta ina Phlean Bliantúil Gnó agus tuairisceoidh siad ar dhul chun cinn maidir leis na spriocanna sin a bhaint amach agus tuairisc á dhéanamh acu ar an bPlean Gnó. Déanfaidh an OPW a dhul chun cinn agus an méid a chur siad le hinbhuanaitheacht a thaifeadadh agus a chur in iúl agus tapóidh sé an deis oibriú le ranna rialtais a bheidh mar chliant chun tionchar a imirt orthu gníomhú ar shlí inbhuanaithe.

Príomhchuspóir

Prionsabail na forbartha inbhuanaithe a chomhtháthú go hiomlán isteach le dearadh, tógáil agus seirbhísí soláthair agus i ngníomhaíochtaí laethúla an OPW.



The National Conference Centre
An Láirionad Comhdhála Náisiúnta

Key Objectives	Responsibility Allocation ¹	Primary Key Performance Indicators (Outputs)	Secondary Performance Indicators (Outcomes)
1. To devise and deliver on Annual Work Programmes which are in line with Government policies and priorities and which respond to Customers' requirements in a timely and sustainable manner, providing value for money.	Chairman and Heads of Business Units (MAC level)	<ul style="list-style-type: none"> Achievement of Work Targets identified in Annual Work Programmes. Achievement of budgetary/ value for money targets identified in Annual Output Statements. 	<ul style="list-style-type: none"> Customer feedback/ satisfaction.
2. To deliver successfully on the property and accommodation requirements of the Government's Decentralisation programme.	Chairman, Heads of Business Units (MAC level) and Operations level managers (PO/APA/ACE level)	<ul style="list-style-type: none"> Minister, Government and Decentralisation Implementation Group (DIG) advised of pertinent issues relating to OPW operations affecting the decentralisation programme. Property acquired as determined in consultation with the DIG and the Central Decentralisation Unit of the Department of Finance (CDU). 	<ul style="list-style-type: none"> Property and accommodation requirements of Client Departments and Office successfully met in a cost effective, sustainable, energy efficient and timely manner. Feedback satisfactory from client Departments and Office and from DIG.

1. While those in the roles indicated in this column have lead responsibility and are publicly accountable for the objectives outlined, it is the responsibility of all line managers and individuals within the OPW to play their role in furthering the organisational objectives and delivering on them through their annual work programmes.

Príomhchuspóirí	Dáileadh Freagrachta ¹	Bun-Phríomhtháscairí Feidhmíochta (Aschuir)	Táscairí Feidhmíochta den dara grád (Torthaí)
1. Cláir Oibre Bhliantúla atá ar aon dul le beartais agus le tosaíochtaí an Rialtais agus a fhreagraíonn do riachtanais Chustaiméirí ar shlí thráthúil agus inbhuanaithe, ina gcuirtear luach ar airgead ar fáil, a cheapadh agus a sheachadadh.	Cathaoirleach agus Cinn na nAonad Gnó (leibhéal MAC)	<ul style="list-style-type: none"> • Spriocanna Oibre atá aitheanta sna Cláir Oibre Bhliantúla a bhaint amach. • Spriocanna buiséadacha/luach ar airgead atá aitheanta sna Ráitis Torthaí Bhliantúla a bhaint amach. 	<ul style="list-style-type: none"> • Aiseolas/sásamh custaiméirí.
2. Riachtanais maoiné agus cóiríochta do chlár Díláraithe an Rialtais a sheachadadh go rathúil.	Cathaoirleach, Cinn na nAonad Gnó (leibhéal MAC) agus Bainisteoirí leibhéal oibríochtaí (leibhéal PO/APA/ACE)	<ul style="list-style-type: none"> • Eolas tugtha don Aire, don Rialtas agus don Ghrúpa Feidhmithe um Dhílárú (DIG) maidir le ceistanna cuí i dtaobh oibríochtaí an OPW a mbíonn tionchar acu ar an gclár díláraithe. • Maoin a fuarthas de réir mar a cinneadh i gcomhairle leis an DIG agus an Lár-Aonad um Dhílárú den Roinn Airgeadais (CDU). 	<ul style="list-style-type: none"> • Riachtanais maoiné agus Cóiríochta na Ranna Cliant agus na hOifige comhlíonta go rathúil ar shlí éifeachtach ó thaobh costais, inbhuanaithe, éifeachtach ó thaobh fuinnimh de agus ar shlí thráthúil. • Aiseolas sásúil ó Ranna cliant agus ón Oifig agus ón DIG.

1. Cé go bhfuil an fhreagracht cheannasach orthu siúd atá sna ról léirithe sa cholún seo, agus tá siad freagrach go poiblí as na cuspóirí atá sainithe, tá an fhreagracht ar gach bainisteoir líne agus ar gach duine laistigh den OPW a ról a chomhlíonadh chun cuspóirí na heagraíochta a thabhairt chun cinn agus iad a sheachadadh trína gcláir oibre bhliantúla.

Key Objectives	Responsibility Allocation	Primary Key Performance Indicators (Outputs)	Secondary Performance Indicators (Outcomes)
		<ul style="list-style-type: none"> Accommodation procured as determined in consultation with the DIG, the CDU and client Departments and Agencies. Interim/Advance Offices in place, where agreed in consultation with the DIG, the CDU and client Departments and Agencies. 	
3. To deliver successfully on the decentralisation of the OPW.	Chairman, Heads of Business Units (MAC level) and Operations Managers (PO/APA/ACE level)	<ul style="list-style-type: none"> Advance Office in place in Claremorris in line with approved business case. Advance Office in place in Trim in line with approved business case. Headquarters moved to Trim as determined in consultation with the DIG and the CDU. Regional Office established in Claremorris as determined in consultation with the DIG and the CDU. 	<ul style="list-style-type: none"> Headquarters and new Regional Office established, operating in a sustainable manner and OPW continuing high standard of services to customers.

Príomhchuspóirí	Dáileadh Freagrachta ¹	Bun-Phríomhtháscairí Feidhmíochta (Aschuir)	Táscairí Feidhmíochta den dara grád (Torthaí)
		<ul style="list-style-type: none"> • Cóiríocht a fuarthas de réir mar a cinneadh i gcomhairle leis an DIG, an CDU agus Ranna agus Gníomhaireachtaí atá mar chliaint. • Oifigí Eatramhacha/Réamh-Oifigí ar bun, i gcás gur comhaontaíodh iad leis an DIG, an CDU agus Ranna agus Gníomhaireachtaí atá mar chliaint. 	
3. Dílárú an OPW a sheachadadh go ráthúil.	Cathaoirleach, Cinn na nAonad Gnó (leibhéal MAC) agus Bainisteoirí oibríochtaí (leibhéal PO/APA/ACE)	<ul style="list-style-type: none"> • Réamh-Oifig ar bun i gClár Chlainne Mhuiris ar aon dul le cas gnó ceadaithe. • Réamh-Oifig ar bun i mBaile Átha Troim ar aon dul le cas gnó ceadaithe. • Ceanncheathrú bogtha go Baile Átha Troim de réir mar a cinneadh i gcomhairle leis an DIG agus an CDU. • Oifig Réigiúnach bunaithe i gClár Chlainne Mhuiris de réir mar a cinneadh i gcomhairle leis an DIG agus an CDU. 	<ul style="list-style-type: none"> • Ceanncheathrúna agus Oifig Réigiúnach nua bunaithe, agus iad ag feidhmiú ar shlí inbhuanaithe agus ardchaighdeán seirbhísí ar fáil ón OPW do chustaiméirí.

Key Objectives	Responsibility Allocation	Primary Key Performance Indicators (Outputs)	Secondary Performance Indicators (Outcomes)
4. To advise the Government in relation to policy development and legislative requirements for flood risk management and to develop, coordinate and implement programmes and measures to reduce the national level of flood risk to people, businesses, infrastructure and the environment.	Chairman, Heads of Business Units (MAC level) and Operations level Managers (PO/ACE/APA level)	<ul style="list-style-type: none"> • Identification of national level of flood risk. • Development of detailed programmes and measures to reduce the risk to people, businesses, infrastructure and the environment. • Development of a strategy for implementation of the EU Directive on the assessment and management of flood risks. • Transposition of the EU Floods Directive into national legislation. • Deliver on flood risk management work programmes and projects (structural and non-structural flood relief measures). • Development of guidance on consideration of flood risk in planning and development management. • Development of criteria and processes for the prioritisation of expenditure and the designation of high flood risk watercourses. • Ongoing maintenance of existing drainage and flood relief schemes. 	<ul style="list-style-type: none"> • Reduced national level of flood risk over the lifetime of this Strategy Statement. • Enhanced national capacity to manage and respond to flood risk in a sustainable way. • Coordinated and sustainable approach to flood risk management between Departments, Local Authorities and other responsible Agencies. • Effective and efficient programme and project planning and delivery. • Improved stakeholder and public engagement and dissemination of information. • Customer satisfaction.

Príomhchuspóirí	Dáileadh Freagrachta ¹	Bun-Phríomhtháscairí Feidhmíochta (Aschuir)	Táscairí Feidhmíochta den dara grád (Torthaí)
4. Comhairle a chur ar an Rialtas maidir le forbairt beartas agus riachtanais reachtúla i dtaobh bainistíocht riosca tuile agus chun cláir agus bearta a fhorbairt, a chomhordú agus a chur i bhfeidhm d'fhonn leibhéal náisiúnta an riosca tuile do dhaoine, do ghnólachtaí, d'infreastruchtúr agus don chomhshaol a laghdú.	Cathaoirleach, Cinn na nAonad Gnó (leibhéal MAC) agus Bainisteoirí leibhéal oibríochtaí (leibhéal PO/ACE/APA)	<ul style="list-style-type: none"> Leibhéal náisiúnta riosca tuile a aithint. Cláir agus bearta sonraith a fhorbairt chun an riosca do dhaoine, do ghnónna, d'infreastruchtúr agus don chomhshaol a laghdú. Straitéis chun cur i bhfeidhm Threoir an AE maidir le measúnú agus bainistiú rioscaí tuile a fhorbairt. Treoir Tuile an AE a thrasú go reachtaíocht náisiúnta. Cláir oibre agus tionscadail bainistíochta riosca tuile a sheachadadh (bearta faoiseamh tuile struchtúrtha agus neamhstruchtúrtha). Treoir ar bhreithniú maidir le riosca tuile i mbainistíocht pleanála agus forbartha a fhorbairt. Critéir agus próisis a fhorbairt chun tosaíocht a thabhairt do chaiteachas agus d'ainmniú cúrsaí uisce riosca tuile. Cothabháil leanúnach ar scéimeanna draenála agus faoiseamh tuile atá ann cheana féin. 	<ul style="list-style-type: none"> Leibhéal náisiúnta riosca tuile laghdaithe thar shaolré an Ráitis Straitéise seo. Cumas náisiúnta méadaithe chun riosca tuile a bhainistiú agus aghaidh a thabhairt air ar shlí inbhuanaithe. Cur chuige comhordaithe agus inbhuanaithe i ndáil le bainistíocht riosca tuile idir Ranna, Údaráis Áitiúla agus gníomhaireachtaí freagracha eile. Pleanáil agus seachadadh cláir agus tionscadail éifeachtach agus éifeachtúil. Rannpháirtíocht feabhsaithe le geallsealbhóirí agus leis an bpobal agus scaipeadh eolais a fheabhsú. Sásamh Custaiméirí.

Key Objectives	Responsibility Allocation	Primary Key Performance Indicators (Outputs)	Secondary Performance Indicators (Outcomes)
5. To manage the OPW's property portfolio effectively, ensuring that its potential is maximised and that it is used efficiently in terms of value for money, sustainability, space and energy consumption.	Chairman, Heads of Business Units (MAC level) and Operations level managers (PO/APA/ACE level)	<ul style="list-style-type: none"> Government infrastructure programme progressing in line with the NDP. Universal access programme progressing in line with the NDP. OPW's input to Garda sub-programme progressing in line with the NDP. OPW's input to Culture and Heritage sub-programme progressing in line with the NDP. 	<ul style="list-style-type: none"> Accommodation solutions provided in a cost effective, sustainable, energy efficient and timely manner to meet the existing and expected future needs of Government and State clients.
6. To manage the State's Heritage property portfolio in a manner that conserves and protects while maximising and improving public access, presenting the sites to best advantage and ensuring that visitor enjoyment and education experiences are enhanced.	Chairman, Heads of Business Units (MAC level) and Operations level managers (PO/APA/ACE level)	<ul style="list-style-type: none"> Deliver guide services at 70 sites nationwide. Manage the recruitment and selection of staff to provide guide services. Manage the workforce for guide services including the provision of HR services, health & safety, pay etc. Protect site fabric from deterioration and damage by a continuing programme of planned maintenance adopting best architectural & conservation principles. 	<ul style="list-style-type: none"> Historic status of sites protected in accordance with best conservation, architectural and archaeological principles. Public awareness of historic properties fostered and increased. All sites in OPW care managed proactively, delivering a premium visitor experience.

Príomhchuspóirí	Dáileadh Freagrachta ¹	Bun-Phríomhtháscairí Feidhmíochta (Aschuir)	Táscairí Feidhmíochta den dara grád (Torthaí)
5. Cúram maoine an OPW a bhainistiú go héifeachtach, ina gcinntítear go mbainfear an leas is mó as a phoitéinseal agus go núsaidtear é go héifeachtúil i dtéarmaí luach ar airgead, inbhuanaitheachta, spáis agus tomhaltas fuinnimh.	Cathaoirleach, Cinn na nAonad Gnó (leibhéal MAC) agus Bainisteoirí leibhéal oibríochtaí (leibhéal PO/APA/ACE)	<ul style="list-style-type: none"> • Clár infreastruchtúir an Rialtais ag dul ar aghaidh ar aon dul leis an PFN. • Clár uilerochtana an Rialtais ag dul ar aghaidh ar aon dul leis an PFN. • Fochlár ionchur don Gharda de chuid an OPW ag dul ar aghaidh ar aon dul leis an PFN. • Fochlár ionchur do Chultúr agus Oidhreacht de chuid an OPW ag dul ar aghaidh ar aon dul leis an PFN. 	<ul style="list-style-type: none"> • Réitigh cóiríochta curtha ar fáil ar shlí éifeachtach ó thaobh costais de, inbhuanaithe, éifeachtach ó thaobh fuinnimh de agus ar shlí thráthúil chun freastal ar riachtanais an Rialtais agus chliaint an Stáit atá anois ann agus a bheidh ann amach anseo.
6. Cúram mhaoin Oidhreacht an Stáit a bhainistiú ar shlí a gcaomhnaíonn agus a gcosnaíonn agus rochtain phoiblí á huasmhéadú agus á feabhsú, ina láithrítear na suímh chun an leas is mó a bhaint astu agus chun an chinntiú go gcuirfear le taitneamh agus eispéiris oideachais cuairteoirí.	Cathaoirleach, Cinn na nAonad Gnó (leibhéal MAC) agus Bainisteoirí leibhéal oibríochtaí (leibhéal PO/APA/ACE)	<ul style="list-style-type: none"> • Seirbhísí treorach a sheachadadh ag 70 suíomh ar fud na tíre. • Bainistíocht a dhéanamh ar earcú agus roghnú foirne chun seirbhísí treorach a chur ar fáil. • Bainistíocht a dhéanamh ar an lucht oibre do sheirbhísí treorach lena náirítear seirbhísí Acmhainní Daonna, sláinte & sábháilteachta agus pá etc. a chur ar fáil. 	<ul style="list-style-type: none"> • Stádas stairiúil na suíomh cosanta de réir na bprionsabal caomhnaithe, ailtireachta agus seandálaíochta is fearr. • Feasacht phoiblí na náitreabh stairiúil cothaithe agus méadaithe. • Na suímh go léir faoi chúram an OPW bainistithe go réamhghníomhach, ina gcuirtear eispéireas príomha do chuairteoirí ar fáil.

Key Objectives	Responsibility Allocation	Primary Key Performance Indicators (Outputs)	Secondary Performance Indicators (Outcomes)
		<ul style="list-style-type: none"> • Provision of a range of information/ interpretative leaflets at sites in English, in Irish and in continental European and world languages. • Where information/ interpretative leaflets are provided ensure that all are available in the Irish language. • Provision of improved equal access to sites where possible, taking into account the historic nature of the locations. 	
7. To optimise value in the procurement of services, works and supplies in a sustainable manner and in line with Government policies.	Chairman, Heads of Business Units (MAC level) and Operations level managers (PO/APA/ACE level)	<ul style="list-style-type: none"> • Participate in Review Group on Public Service Procurement Services. • Expand range of services procured including green procurement. • Expand customer base for procurement of services. • Streamline procurement processes while ensuring compliance with national and international regulations. • Benchmark procurement against national and international best practice. • Embed the new forms of Fixed Price Contracts for major projects carried out by OPW. 	<ul style="list-style-type: none"> • Review Group reported to Government. • Review Group's recommendations implemented in line with timescale determined by Government. • OPW is service provider of choice by Government Departments and Offices for procurement service.

Príomhchuspóirí	Dáileadh Freagrachta ¹	Bun-Phríomhtháscairí Feidhmíochta (Aschuir)	Táscairí Feidhmíochta den dara grád (Torthaí)
		<ul style="list-style-type: none"> Fabraic suímh a chosaint ó mheathlúchán agus ó dhamáiste trí chlár leanúnach de chothabhail bheartaithe ina nglactar leis na prionsabail ailtireachta agus chaomhnaithe is fearr. Raon bileog eolais/léirmhínthe a chur ar fáil ag suímh i mBéarla, i nGaeilge agus i dteangacha mhór-roinn na hEorpa agus an domhain. I gcás go gcuirtear bileoga eolais/léirmhínthe ar fáil, a chinntiú go bhfuil siad go léir ar fáil i nGaeilge. Rochtain chothrom ar shuímh a fheabhsú nuair is féidir agus nádúr stairiúil na láithreacha a thabhairt san áireamh. 	
7. An luach is mó agus is féidir a fháil maidir le soláthar seirbhísí, oibreacha agus soláthairtí ar shlí inbhuanaithe agus ar aon dul le beartais an Rialtais.	Cathaoirleach, Cinn na nAonad Gnó (leibhéal MAC) agus Bainisteoirí leibhéal oibriochtaí (leibhéal PO/APA/ACE)	<ul style="list-style-type: none"> Páirt a Ghlacadh sa Ghrúpa Athbhreithnithe um Sheirbhísí Soláthair na Seirbhíse Poiblí. Raon seirbhísí a soláthraíodh a leathnú lena n-áirítear glas-soláthar. Bonn custaiméirí a leathnú chun seirbhísí a sholáthar. 	<ul style="list-style-type: none"> Tuairisceoidh an Grúpa Athbhreithnithe don Rialtas. Moltaí an Ghrúpa Athbhreithnithe curtha i bhfeidhm de réir amscála an Rialtais. Is é an OPW rogha soláthróra Ranna agus Oifigí Rialtais do sheirbhísí soláthair.

Key Objectives	Responsibility Allocation	Primary Key Performance Indicators (Outputs)	Secondary Performance Indicators (Outcomes)
8. To support the effective, efficient and sustainable delivery of the OPW's work programme through the development and implementation of ICT and Data Management aligned to the OPW's operational and strategic goals and objectives.	Chairman , Heads of Business Units (MAC level) and Operations level managers (PO/APA/ACE level)	<ul style="list-style-type: none"> Implement Data Management Strategy in line with targets outlined in that Strategy. Implement strategy to support OPW's deliverables within the context of eGovernment. Complete the representation of the OPW family of websites. 	<ul style="list-style-type: none"> A robust, reliable and sustainable ICT System in place which responds speedily to internal and external customer requirements.
9. To maximise communication with, input from and development of people within the OPW by the implementation and further development of HR Strategy and the development and promotion of the Partnership model.	Chairman, Heads of Business Units (MAC level) and Operations level managers (PO/APA/ACE level)	<ul style="list-style-type: none"> Implement HRM Strategy 2007 – 2008. Develop HRM Strategy 2009 – 2011. Agree and implement Annual Work Programmes for Partnership Committee. Review membership of Partnership Committees. Expand operations of the Partnership Committee and its Regional Committees. 	<ul style="list-style-type: none"> Staff/Management Surveys indicate morale and motivation high. Staff Surveys indicate an awareness of the role and functions of partnership.
10. To develop a new corporate structure which ensures better integration and communication thereby improving on service delivery.	Chairman and Heads of Business Units (MAC level)	<ul style="list-style-type: none"> Expansion, extension and development of delivery model operating for Department of Justice Equality and Law Reform and its Agencies to the provision of integrated property/ project responses for other client bodies. 	<ul style="list-style-type: none"> Client Departments and Agencies provided with single points of contact for project/property services.

Príomhchuspóirí	Dáileadh Freagrachta ¹	Bun-Phríomhtháscairí Feidhmíochta (Aschuir)	Táscairí Feidhmíochta den dara grád (Torthaí)
		<ul style="list-style-type: none"> • Próisis soláthair a shruthlíniú agus comhlíonadh rialacháin náisiúnta agus idirnáisiúnta á gcinntiú. • Soláthar a thagarmharcáil in aghaidh cleachtas is fearr náisiúnta agus idirnáisiúnta. • Na foirmeacha nua den Phraghas Conarthaí Socraithe do mhórtionscadail a rinne an OPW a leabú. 	
8. Chun tacú le seachadadh éifeachtach, éifeachtúil agus inbhuanaithe chlár oibre an OPW trí ICT agus Bainistíocht Sonraí a fhorbairt agus a chur i bhfeidhm.	Cathaoirleach, Cinn na nAonad Gnó (leibhéal MAC) agus Bainisteoirí leibhéal oibríochtaí (leibhéal PO/APA/ACE)	<ul style="list-style-type: none"> • Straitéis Bainistíochta Sonraí a chur i bhfeidhm ar aon dul leis na spriocanna atá sainithe sa Straitéis sin. • Straitéis a chur i bhfeidhm chun tacú le nithe inseachadta an OPW laistigh de chomhthéacs ríomhsheirbhísí an Rialtais. • Athláithriú bailiúchán suímh idirlín an OPW a chur i gcrích. 	<ul style="list-style-type: none"> • Córas ICT láidir, iontaofa agus inbhuanaithe ar bun a thugann aghaidh go tapa ar riachtanais chustaiméirí inmheánacha agus sheachtracha.

Key Objectives	Responsibility Allocation	Primary Key Performance Indicators (Outputs)	Secondary Performance Indicators (Outcomes)
11. To fully integrate the principles of sustainable development into the design, construction and procurement services and day-to-day activities of the OPW.	Chairman, Heads of Business Units (MAC level) and Operations level managers (PO/APA/ACE level)	<ul style="list-style-type: none"> • Publication of the OPW's Sustainability Strategy. • Reduction of energy consumption and greenhouse gas emissions across the OPW both inhouse and on projects for clients. • Reduction and avoidance of the generation of waste through life cycle thinking and improved reuse and recycling both in-house and on projects for clients. • Procure products in a sustainable manner. • Reduction of risks to health and the environment from OPW activities. • OPW staff have a good understanding of sustainability, OPW's sustainability priorities and how these relate to the way they work. 	<ul style="list-style-type: none"> • OPW to become a sustainability leader in all its diverse areas of practice and service delivery.

Príomhchuspóirí	Dáileadh Freagrachta ¹	Bun-Phríomhtháscairí Feidhmíochta (Aschuir)	Táscairí Feidhmíochta den dara grád (Torthaí)
9. Chun cur chomh mór agus is féidir lecumarsáid, le hionchur daoine agus le forbairt daoine laistigh den OPW tríd an Straitéis HR a chur i bhfeidhm agus a fhorbairt a thuilleadh agus chun an múnla Comhpháirtíochta a fhorbairt agus a chur chun cinn.	Cathaoirleach, Cinn na nAonad Gnó (leibhéal MAC) agus Bainisteoirí leibhéal oibríochtaí (Leibhéal PO/APA/ACE)	<ul style="list-style-type: none"> • Straitéis HRM 2007 - 2008 a chur i bhfeidhm. • Straitéis HRM 2009 – 2011 a fhorbairt. • Clár Oibre Bhl-iantúla do Choiste Comhpháirtíochta a chomhaontú agus a chur i bhfeidhm. • Ballraíocht Coistí Comhpháirtíochta a athbhreithniú. • Oibríochtaí an Choiste Comhpháirtíochta agus a Choistí Réigiúnacha a leathnú. 	<ul style="list-style-type: none"> • Léiríonn Suirbhéanna Foirne/Bainistíochta go bhfuil meanma agus spreagadh ard. • Léiríonn Suirbhéanna foirne feasacht faoi ról agus feidhmeanna na comhpháirtíochta.
10. Chun struchtúr nua corparáide a fhorbairt, a chinnteoidh go mbeidh comhtháthú agus cumarsáid níos fearr ann agus go mbeidh feabhas ar sheachadadh seirbhíse dá bharr.	Cathaoirleach agus Cinn na nAonad Gnó (leibhéal MAC)	<ul style="list-style-type: none"> • Múnla seachadta a bhíonn ag feidhmiú don Roinn Dlí agus Cirt agus Comhionannais agus Athchoirithe Dlí agus a chuid Gníomhaireachtaí a leathnú, a shíneadh agus a fhorbairt i ndáil le freagraí maoine/tionscadail chomhtháite a chur ar fáil do chomhlachtaí eile cliaint. 	<ul style="list-style-type: none"> • Foinsí aonair teagmhála do sheirbhísí tionscadail/maoine curtha ar fáil do Ranna agus do Gníomhaireachtaí Cliaint.

Príomhchuspóirí	Dáileadh Freagrachta ¹	Bun-Phríomhtháscairí Feidhmíochta (Aschuir)	Táscairí Feidhmíochta den dara grád (Torthaí)
11. Prionsabail na forbartha inbhuanaithe a chomhtháthú go hiomlán isteach le dearadh, tógáil agus seirbhísí soláthair agus i ngníomhaíochtaí laethúla an OPW.	Cathaoirleach, Cinn na nAonad Gnó (leibhéal MAC) agus Bainisteoirí leibhéal oibríochtaí (leibhéal PO/APA/ACE)	<ul style="list-style-type: none"> • Straitéis Inbhuanaitheachta an OPW a fhoilsiú. • Tomhaltas fuinnimh agus astuithe gáis cheaptha teasa a laghdú ar fud an OPW, go himmheánach agus ar thionscail do chliant araon. • Giniúint dramhaíola a laghdú agus a sheachaint trí smainteoireacht saolré agus athúsáid agus athchúrsáil fheabhsaithe go himmheánach agus ar thionscail do chliant araon. • Táirgí a sholáthar ar shlí inbhuanaithe. • Rioscaí don tsláinte agus don chomhshaol ó ghníomhaíochtaí an OPW a laghdú. • Tuiscint mhaith ag foireann an OPW ar inbhuanaitheacht, ar thosaíochtaí inbhuanaitheachta an OPW agus an bhaint atá acu sin leis an tslí ina noibríonn siad. 	<ul style="list-style-type: none"> • An OPW mar cheannaire inbhuanaitheachta ina réimsí éagsúla cleachtais agus seachadadh seirbhísí.



Above: OPW Headquarters, Trim, Co. Meath
Front cover: OPW Headquarters, Dublin

Thuas: Ceanncheathrú OPW, Baile Átha Troim, Co. na Mí
Tulchlúdach: Ceanncheathrú OPW, Baile Átha Cliath



51 St. Stephen's Green, Dublin 2, Ireland

Phone: 353-1-6476000
LoCall: 1890 213414
Fax: 353-1-6610747

Email: info@opw.ie
Website: www.opw.ie

51 Faiche Stiabhna, Baile Átha Cliath 2, Éire

Teil: 353-1-6476000
Glao Áitiúil: 1890 213414
Facs: 353-1-6610747

Ríomh-phoist: info@opw.ie
Suíomh Gréasáin: www.opw.ie