

# OPW Statement of Strategy

2003 – 2005

## Mission Statement

“To deliver in support of Government policies,  
high quality services in property, design,  
construction and procurement on time  
and on budget”



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## Foreword by the Minister of State



Since I was appointed to OPW in June, 2002, I have been impressed by a number of things about the organisation. One of these is its capacity for direct action, the ability to get things done quickly, efficiently and well. Another is its willingness to change and to seek the novel approach. Also, the Office has highly talented, innovative and ambitious staff who are conscious of what has been achieved through OPW's long history and who are anxious to extend that record of achievement into the future.

Why, then, this imperative for change, this drive to constantly move forward? Change is a fact of our everyday working life and it merely remains for us to deal with it. The environment around us is constantly shifting. If the OPW does not adapt to the changing environment, then either change will be imposed on us from outside or we will quickly get left behind as the markets move on and Government, and our customers, look to others to meet their needs.

This, then, is our Strategy – our road map for the three years ahead. It sets out what we need to achieve, how we marshal our resources and how we move to deal with the opportunities and threats faced by the organisation.

There are a number of related themes that are implicit throughout this Strategy:

- the need to embrace change as a way to avoid obsolescence and irrelevance
- our inherent aptitude for progression and excellence
- the imperative to meet the demands of Government, customers and markets for new ways of working and new procurement methodologies
- the need for planned change in our Human Resource Management policies.

Having participated in the formation of this Strategy, I am convinced of two things in particular. One is the central role that OPW should continue to play. The other is the imperative for the OPW to change if it is to survive and thrive. These two observations should, I believe, be central to any reading of this Strategy.

The Strategy Statement provides the plan to allow the OPW to develop over the next three years. It will not be a solely politically-led or management-led initiative. In the era of partnership, the Strategy represents a joint plan for the future of the Office and its success will depend to a large degree on the willingness of all the stakeholders involved to make it happen.

A handwritten signature in black ink that reads "Tom Parlon". The signature is fluid and cursive.

Tom Parlon, T.D. Minister of State

## Foreword by the Chairman



In recent years, the OPW has gone through a series of major changes resulting in significant alterations to the way we do business. Much has been achieved so far – more remains to be done.

We in OPW are driven by the Public Service Ethic. This is true of the entire Public Service, but in addition, we in the OPW operate to a large extent in the commercial arena.

These twin aims – Public Service and Commerciality – can be difficult to marry in one organisation. But that is what we must do if we are to succeed.

That is what drives our change agenda in OPW – bringing together key principles of the Strategic Management Initiative such as Customer Service and our own OPW – inspired initiatives such as ISO accreditation and commercial accounts.

Previous Statements of Strategy in 1996 and 1998 concentrated on the creation of commercially-minded Business Units. The work done under earlier strategies will be carried forward to full implementation.

In order to reap the full potential from the changes we have already made, we need to ensure that the support structure for the frontline Business Units is of the highest quality and is relevant to the needs of a modern commercially-minded organisation and the front line staff delivering services. The strong focus of this Statement therefore will be on the supports provided by the Corporate Services Division, especially Human Resources, Financial and Information Technology. This Strategy outlines the course of action we will pursue over the next three years.

Change is difficult; it requires us to be committed, focussed and ambitious. By sustaining the present change momentum in the Business Units and deepening the change process in the Corporate Services area, we will ensure that OPW is positioned to handle with confidence the considerable challenges facing us in the years ahead.

A handwritten signature in black ink, appearing to read 'Sean Benton'.

Sean Benton, Chairman

# Mission Statement

“To deliver in support of Government policies, high quality services in property, design, construction and procurement on time and on budget”.

## Service Ethos

The OPW is first and foremost a service organisation. Its ethos is client focus, timely delivery and value for money.

Our customers are Government, other Departments, Offices and Agencies and, ultimately, the public. Our core services are property maintenance, property management, architectural and engineering services, project management and procurement services. We also provide a Facilities and Building Management Service, an Art Management capability and Conference and Event Management.

## OPW’s Legal Framework

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

- Public Works Act, 1831
- Commissioners of Public Works (Functions and Powers) Act, 1996
- Arterial Drainage Acts, 1945 - 1995
- State Property Act, 1954.

In common with other Departments and Agencies of State, we are subject also to the provisions of the Civil Service Regulation Acts 1923 – 1958 and to the Public Service Management Act, 1997, which sets out arrangements for the management of the Office and the specification of individual responsibilities and accountability at a senior level.

## Management Structure

OPW’s senior management structure is organised around the interlinking entities of the Board and the Management Advisory Committee. This group reports directly 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 the 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 Architecture (Principal Architect), Engineering Services (Chief Engineer) and Corporate Services, (who acts as Secretary to both the Board and the MAC), comprise the Management Advisory Committee. 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 the Board in the exercise of its legally-obligated functions.

### Delivery Structure

The operations of the OPW are carried out by six Business Units. Each Unit is headed by a member of the Management Advisory Committee. The Units are:

- Project Management Services
- Property Management Services
- Property Maintenance Services
- Architectural Services
- Engineering Services
- Government Supplies Agency.

The Business Units are supported centrally by the Corporate Services Unit which is managed by the Director of Corporate

Services and delivers such shared elements as Human Resource management services, Financial services, IT services, Legal services and other supports necessary for the day to day operation of the core activities.

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

- Property and construction-related services; these services are delivered through the work of the Property Management, Property Maintenance, Project Management, Architectural Services and the Engineering Services Business Units
- River and watercourse-related engineering services; the Office is responsible for the design and construction of flood relief projects and is the statutory national authority for the performance and maintenance of Arterial Drainage Schemes. This work is done by the Project Management and the Engineering Services Business Units
- Procurement Services; the Government Supplies Agency Business Unit is the principal procurer of a wide range of products and services on behalf of the State.

## Moving forward with OPW's Strategy

This Statement sets out our plans for the period 2003 to 2005. It outlines how we will continue to develop the themes which have been set out in the earlier Statements and how the process of change which we have started will be further embedded in the culture of the organisation.

In a constantly changing environment, it is important that OPW continues to seek out ways to develop and adapt so as to continue to deliver on our Mission Statement to best effect. We believe that the general approaches to the business and the necessary changes that have been adopted in recent years are correct and will help us achieve our Mission.

**In this Statement therefore, we have confirmed that the core elements of ISO accreditation, Customer Service principles and benchmarking of our performance will remain at the centre of our strategy for the period immediately ahead.**

In addition, the various activities of the Business Units will need to be more directly supported in the future by the key ancillary

units such as Personnel and Development Services, IT Unit, Accounts Branch, etc.

**These support services will need to be reoriented to provide a focus that is more geared to the requirements of the Business Units.**

Our aim is to strengthen our commercially-minded focus while at the same time ensuring that we bring benefit to our customers and that in its implementation, we enhance Government policy.

**As well as reaffirming the validity of the measures that we have undertaken heretofore and looking ahead to their continuing development and application in the future, this Statement also develops an internal focus on critical aspects of the organisation.**

At the level of the Business Units, the Strategy addresses the important issue of providing the optimum level of support through the Corporate Services structure to enable core activities to function more effectively in the changed environment. A significant element of this Strategy Statement therefore will focus on the

changes which are necessary internally within the organisation. These changes are necessary to properly support the Business Units in their change agendas and also to improve the efficiency of the organisation overall in certain key areas. Some of these changes derive naturally from OPW's own change programme. Others are generic changes which spring more directly from general public service reform and which we will adapt to suit our particular circumstances. We will however also go beyond all of these factors and identify, in terms of various legislative provisions and other matters, issues that we perceive are necessary for the organisation to move forward and make progress in the longer term future.

The Statement also identifies critical constraints which will, if they are not addressed, inhibit the OPW in implementing the changes which are necessary and outlines, in general terms, the strategies for addressing these constraints.

The key elements of our Statement are:

- A restatement of the value of the core tools such as **Quality Customer Service, ISO accreditation and benchmarking** which we will continue to apply at Business Unit level over the period immediately ahead
- A more finely – focused approach to the delivery through the Corporate Services structure of **crucial supports to Business Units** so as to assist them in the delivery of their change agenda and their key business objectives

- An implicit analysis throughout the Strategy of **organisational constraints** and other inhibitors to progress towards Mission objectives and the setting of broad strategies to overcome them in the medium term

In all of this, it is crucial that we do not lose sight of certain key traditional aspects of our organisation. These are, principally, a commitment to quality and excellence in how we do things and a particular public service ethos with which we seek to imbue our work. The OPW's first Statement of Strategy in 1996 identified the blending of these elements with the new, changed, organisation as a particular priority. This imperative has not changed. The awards which OPW's work continues to gather for design and construction excellence, for example, are evidence that we are continuing to maintain our long public service tradition in parallel with the achievement of our programme of change. We will continue to ensure therefore that, in addition to the specific measures and initiatives we will undertake in support of our Mission, we will remain an organisation with a particular public service ethic and commitment to the ideals which that ethic embodies.

# Environmental Analysis

OPW is a service organisation. We must therefore be active in the marketplace on behalf of our Customers and must, if we are to achieve optimum results, be sensitive to the variables which are dictated by changes in the delivery of Government services, market forces, economic circumstances, the aims of vendors and the prevailing trends generally in our area of operations. All of these factors dictate that we must analyse our environment and, in drawing up our Strategy, take such steps as are necessary to deal with the likely major impacts imposed on us from external sources.

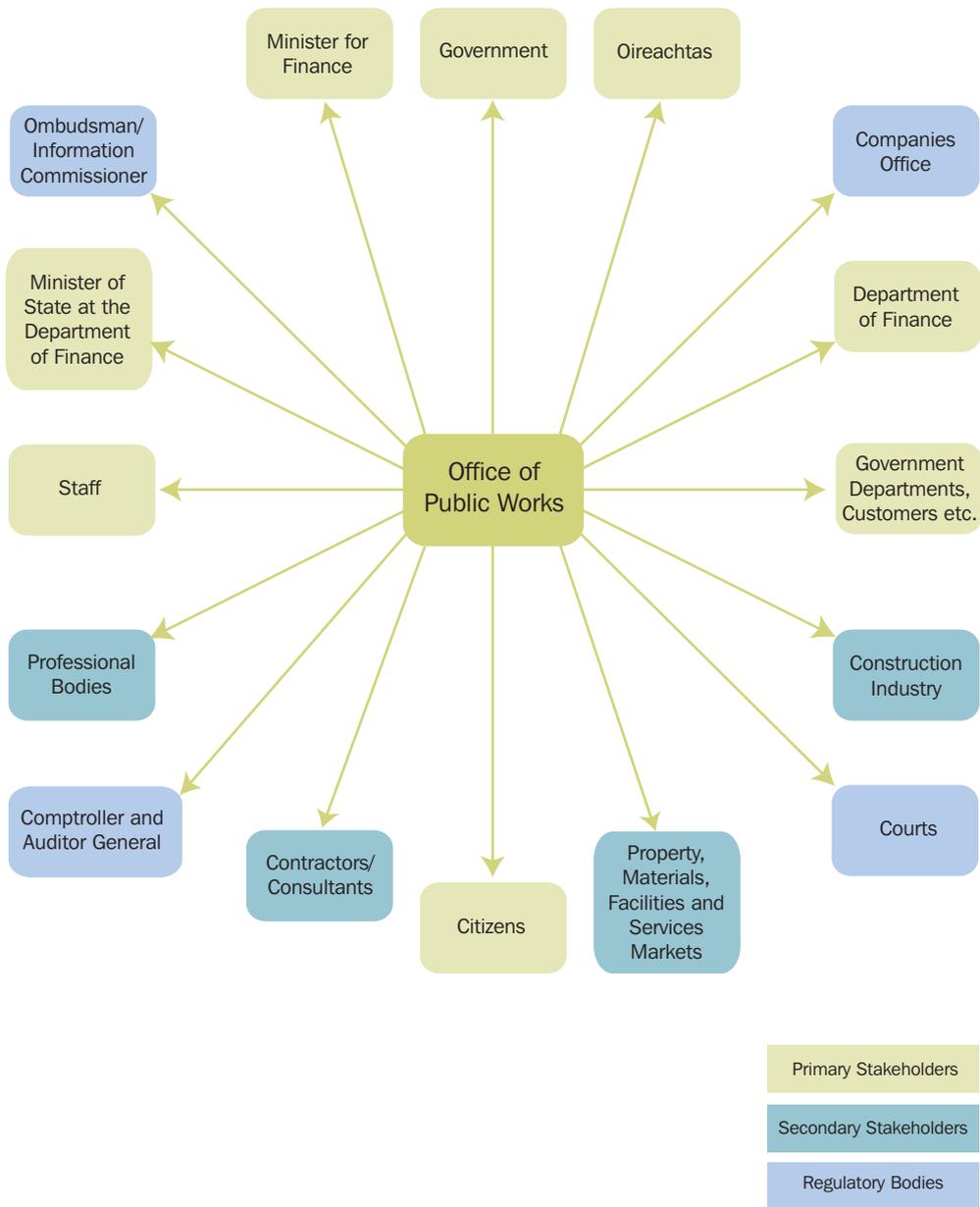
The diagram on the right shows the major actors in OPW's immediate environment. Any of the groups, individuals or bodies represented has the potential to impact on OPW. The following are some of the issues and events which hold particular potential to affect the course of our actions over the period immediately ahead.

## Governmental Development Strategies

- National Development Plan
- National Spatial Strategy
- Decentralisation Programme
- National Climate Change Strategy
- Action Plan on Architecture 2002–2005
- Policy on Flooding

These Governmental initiatives will require OPW to plan in relation to issues such as the location of Government Offices; the design of new buildings and facilities; development of new procurement options; new ways of delivering maintenance and facilities management services; development of new relationships with Local Authority structures. These will pose significant challenges for us.

The policy on Flooding in particular, where OPW may be called on to play the central role, could have a major impact on the organisation – this is dealt with in more detail in Chapter 5 of this Strategy.



### Government Fiscal Policy

- Financial considerations
- General economic trends

At all times we must be able to demonstrate that we are getting value for money and that our monies are used to the best possible effect, while maintaining overall expenditure within agreed allocations. In a period where there are constraints on traditional sources of funding, we must explore the potential to generate income, either through our activities in our core responsibility areas or through exploiting the development potential of our property portfolio. Income generated in this way could then be used to further other developmental opportunities.

### National Agreements

- Development of Partnership
- Civil Service change
- Sustaining Progress

The period ahead is likely to see a further concentration of the implementation of the change agenda for the Civil and Public Service. This will have implications for OPW in terms of the delivery of services, the development of new functions and the consideration of new ways of working.

### Market trends

- Specific market developments and trends
- Impact of OPW on the markets

Environmental forces, including OPW's own actions, will have an effect on specific

markets in construction, property, facilities, services and goods. We need to be aware of and sensitive to these developments and adjust our own position as appropriate.

### Technological Developments

- New Connections; A Strategy to realise the potential of the Information Society
- Information and Communications Technology improvements generally
- Development of e government initiatives
- Changes in service delivery methods

Technological advancements mean that our own internal work practices, the ways in which we deliver services to our customers and the ways in which outsourced assets deliver their services to us, are increasingly subject to change. This is recognised and given effect by initiatives designed to capitalise on these improvements, such as the Governments' Technology Strategy "New Connections" published in March 2002. We should be open to those changes that have the potential to assist us in better achieving efficiency and optimum use of resources.

### Additional functions and opportunities

- Heritage functions
- Facilities Management

OPW may become responsible for the operational management of the built heritage nationwide. If this occurs, the assimilation of this work into our existing portfolio will present a significant challenge to be tackled early in the lifetime of this Strategy.

We will be expanding our services to customers in the area of Facilities Management. The development of services which are practical and attractive to potential customers will be crucial.

### Legislative and Regulatory Developments

- Planning legislation
- Procurement regulations
- Statutory powers
- General Regulatory Reform Programme
- Court Decisions
- Social, Economic and Political developments

Legislative enactments, changes in regulations and decisions of the Courts, both at National and EU level, have the potential to greatly affect OPW and we should be ready to deal with these changes as they arise.

The Strategic Management Initiative also calls for a planned reappraisal of the legislative and regulatory code to assess which provisions are defunct or obstruct progress. This reappraisal will encompass primary legislation conferring statutory powers.

Economic, social and political changes will cut across all of these developments. As a modern organisation and employer, OPW must remain alert to these developments and anticipate their impact.

### Accountability

- Oireachtas
- Comptroller and Auditor General
- Companies Office
- Freedom of Information

As part of the general trend in recent years towards greater accountability in the delivery of public services, it is likely that the requirements of bodies such as the C&AG and the Public Accounts Committee will increase. We should be ready to meet these new demands as well as meeting existing legal requirements under Freedom of Information and Companies Acts legislation.

# Development of the internal support services

## Introduction

The approach we have developed and pursued over the lifetime of the previous two Strategy Statements has involved considerable change and innovation. It has challenged us all and the way we have traditionally operated. This trend is certain to continue over the period immediately ahead. The growth in demand for services from our customers poses an additional challenge. The strategies we have embarked on will, when realised, provide us with some of the tools to meet these challenges at the Business Unit level. However, we also need to devise a separate focus on other aspects of the organisation.

**Meeting customer demands is crucial for a service organisation like OPW. To do this, we must have the right support structures for our Business Units in place. In addition then, to devising the strategies for the core business units, we also need to direct a significant element of our developmental effort inwards towards these vital supports.**

We will pursue a policy of developing organisational supports and systems that

recognise the exponential growth in the demand for our services. We will aim to meet the resultant resource needs in ways which are innovative, have a strong economic and value for money focus and which are firmly rooted in the business needs of the organisation. The challenge which this policy imposes must be overcome if we are to continue to provide added value for our customers and for Government.

This Strategy indicates the broad areas where further change is required, including fundamental structural and legal reforms, so as to maintain progress on the operational front.

## Human Resource Management

The management of the Human Resource function is particularly central to our strategy. This key function will be strengthened. We will develop a new HR Strategy, with specific input from staff through the Partnership process, that addresses both the key business needs and the personal aims and opportunities of OPW's workers. We will:

- Develop integrated strategies addressing all aspects of HR management and the reorganisation and reorientation of Personnel and Development Services.
- Rationalise the use of atypical employment and contract arrangements in all areas.
- Develop the dedicated unit to embed the Performance Management and Development system and develop methodologies for its continuing application within the Office.
- Prepare a new Training and Development Strategy. This will include specific investment in the development of professional and technical training through the Continuing Professional Development (CPD) programme and an ongoing assessment of the OPW Graduate Training Programmes. We will also complete a new office-wide Training Needs Analysis.
- Continue our support through the Human Resource strategies for Government policies and legislation in relation to equal opportunities.
- Implement Family Friendly initiatives in accordance with Government policy and taking account of the operational needs of the Office.
- Continue to support the delivery of an effective Employee Assistance Service.

## Information and Communication Technologies (ICT)

The key objective will be to develop a more strategic approach to the use of ICTs within the Office. To achieve this, we will:

- Ensure that ICT developments are driven by business requirements and are aligned with our strategic business objectives. The IT User Group will oversee all strategic aspects of the development of ICTs in the Office.
- Develop awareness among Business Units of the strategic opportunities offered by ICTs.
- Ensure that appropriate IT resources are available to Business Units by the greater use of outsourcing, atypical recruitment and managed services.
- Develop and deploy, in line with the Office's e-Strategy, e-procurement and e-business applications that will enable the electronic provision of services and deliver significant business benefits by automating routine tasks and streamlining processes.
- Support the Business Units in the implementation of key corporate information systems that will underpin developments in the areas of finance, human resources, facilities management, property management and information management.

## Partnership Committee

We recognise the value and potential of Partnership. To enhance this potential, we will:

- Focus on the active participation by the Partnership Committee in significant and meaningful issues within the Office through the use of Working Groups.
- Develop a greater awareness among the staff body generally in relation to the activities of the Partnership Committee. This will be done in the context of a wider communications strategy for the entire Office to be delivered through Corporate Services Division.

## Financial Management

The area of financial management and reporting is crucial to the successful future management of OPW's workload. We will therefore fully implement the Management Information Framework. We will also provide access to professional accounting expertise within all Business Units. This will ensure that the financial information produced by Business Units continues to be relevant, timely and consistent with the requirements of the MIF. We will:

- Develop the Financial Management Services Unit to drive the implementation of the MIF and Corporate Accounts.

## Legal Services

The nature of our business requires that we have access to legal services. We will:

- Review the adequacy of the present arrangements with a view to ensuring that legal advice, in house or outsourced, will be readily available where necessary.

## Health and Safety

The maintenance of a safe working environment and working practices for all OPW staff is crucial. We will:

- Continue to support and develop the Health and Safety Committee.
- Continue to support Line Managers to ensure they are in a position to meet their responsibilities in regard to Health and Safety.

## Review of Legislation

Departments and Offices are required under SMI to undertake a stock-take of existing primary and secondary legislative provisions with a view to identifying areas where there is scope for consolidation, revision or repeal. We will actively progress this element of the change agenda in the period immediately ahead.

In particular, we will examine the Commissioners of Public Works (Functions and Powers) Act, 1996, the Arterial Drainage Act, 1945 and the Arterial Drainage (Amendment) Act, 1995. (This may be of particular relevance early in the

lifetime of this Strategy in the context of the planned Review of Flooding Policy – see Chapter 5.)

Other legislation affecting the day-to-day operations of the OPW will also be evaluated with a view to ensuring it remains relevant and appropriate to modern needs and deals with any constraints identified.

# An Overview of the Business Units

At this stage, it is appropriate to outline in general terms the broad strategies which the different Business Units will follow in the period immediately ahead and which will underpin the common aims of ISO accreditation, benchmarking etc which this document outlines.

## Property Management Services

Property Management Services is responsible for the provision of accommodation for all Government Departments and the management of more than 1800 properties in the State's property portfolio. It is generally the first OPW unit contacted by client departments as they seek to have OPW address changes and additions to their accommodation needs.

Going forward, Property Management Services will implement a number of measures aimed at improving the quality of its decision-making about accommodation provision. These measures include:

- The implementation of new, standardised operating procedures,
- The bringing on stream of a new Property Data System,
- Increasing the number of Service Level Agreements with client departments
- An expansion of the role of professional valuation advice throughout Property Management Services.

In addition to the above developments, the Service will adopt an approach to property acquisition, use and disposal based on value for money principles to reflect the major changes which have taken place in the country's property market in the last few years. This new approach will be designed to ensure that all elements of the property asset base contribute more effectively towards achieving the best return for the State, Taxpayers and our Customers. The Service has therefore already begun a review of the full portfolio to ensure that all properties are optimally utilised, and that those that are found to be underexploited are either disposed of or redeveloped.

The further development and enhancement of the Facilities Management function will be a significant focus of the Service in the period ahead.

### Project Management Services

Project Management Services are responsible for the delivery of a broad range of projects to a large number of customers both inside and outside the Public Service. They also hold project management responsibilities for Flood Relief programmes and are actively involved in a number of specific Government initiatives and projects, including the management of projects abroad.

Project Management Services will, in conjunction with Engineering Services, lead a major review by relevant stakeholders of National Flooding Policy early in the lifetime of this Strategy. The purpose of this Review will be:

- To present proposals on how the State should deal with future flood events and to clarify the roles of the various agencies involved.
- To report on the causes and extent of flooding.
- To outline the impact of flooding on different sections of society.
- To recommend criteria for the prioritisation of expenditure.
- To identify existing powers and processes and suggest change where necessary.

- To identify strategies for the minimisation of future flood risk.
- To establish criteria for future humanitarian aid schemes.

Project Management Services will continue to consolidate and apply their existing procedures around the ISO model in a way that facilitates the delivery of timely and efficient services. Outsourcing will be employed, where appropriate, to supplement existing staff resources. In addition, a closer working relationship with the developing Quantity Surveying Services Unit will assist cost control, will provide timely cost information and will facilitate benchmarking.

### Property Maintenance Services

The Property Maintenance Service will undergo a significant restructuring of its operations. This will result in a reorientation of the Business Unit in both the Regions and Dublin to equip it to deliver a better maintenance service delivery to customers through the use of measured term contracting and other revised work processes. The regional structures will be significantly enhanced and will be positioned as the primary agent for the delivery locally of a wide range of building and other services to customers.

The Property Maintenance Service will also, in conjunction with the Architectural Services, bring forward proposals designed to meet its need for a specialised

architectural service to oversee any building maintenance and small construction works required on major State heritage buildings.

### Architectural Services

The Architectural Practice will, following on its recent achievement of ISO accreditation, embed the new work processes into its day-to-day operations. Simultaneously, it will develop its existing management information systems with a view to enhancing their project and planning capabilities. It will, through these systems, continue to develop and apply the strategies for sustainable development and universal access. It will continue to provide its customers with a quality, cost effective and efficient architectural service that recognises the importance of good quality design and makes provision for full life-cycle planning. In doing this, the practice will be aware of the importance of finding architectural solutions that embody the traditional OPW ethic of meeting customer requirements appropriately with the delivery of excellent public architecture

Architectural Services will continue to develop and apply its acknowledged expertise in the conservation and restoration of historic buildings. The Service will also retain its key roles as a major participant in the development of the profession in Ireland and, through the Principal Architect as architectural adviser to Government, will continue to provide an important contribution to Policy on Architecture and to participate in the implementation of the "Action on Architecture 2002 – 2005."

### Engineering Services

Engineering Services has recently completed a review of core activities and an assessment of requirements for existing and future challenges. Existing divisions have been restructured, including the addition of extra resources. This will ensure quality and the timely delivery of core services and professional support in all areas required by OPW.

Operational programmes (Maintenance, Hydrometric, Mechanical) and divisions providing professional services (Design, Structures, Mechanical and Electrical Services) will be evaluated using performance indicators and quality assurance programmes. Our approach will be reviewed constantly to improve continuously our performance and to adapt to changing environments while seeking to provide increased value for money.

Support services will continue to be to the highest professional standards at an optimal balance between outsourcing and in-house resources.

In the short term, Engineering Services will have a key role with Project Management Services in the planned review of National Flooding Policy.

### Government Supplies Agency

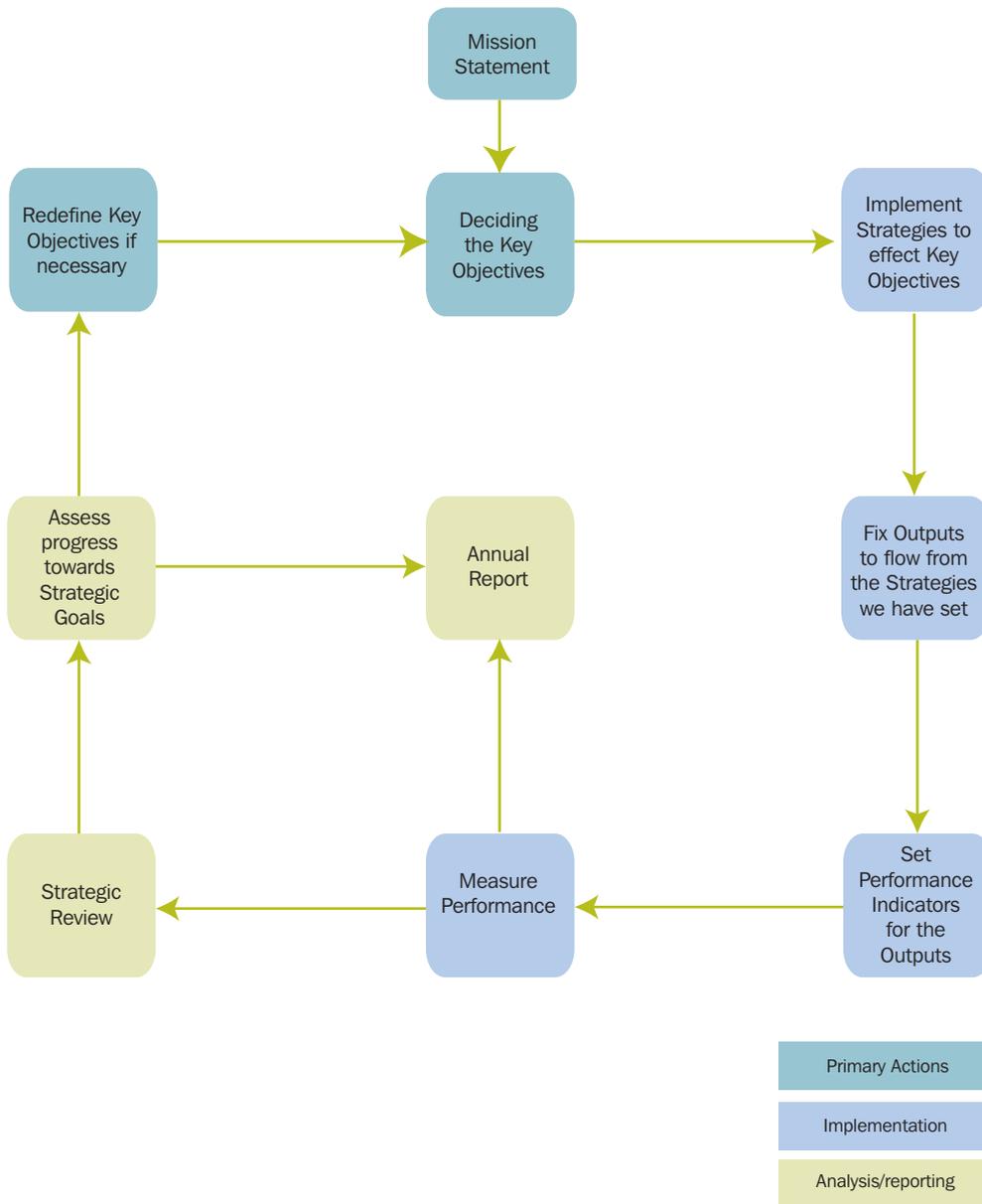
The GSA has in recent years gone through a period of significant change and restructuring in order to change radically the way it does its business. This has involved the Agency in developing new methodologies for delivering measured term

contracting and successfully eliminating the need for a large amount of costly warehousing.

The changes in the GSA have resulted in an organisation which is demonstrably more efficient in terms of both the delivery of its services to customers and in the economies it has achieved for taxpayers in its day to day operations. It is now appropriate for the Agency to move ahead and seek new areas in which to develop and enhance the services it offers to Government, its customers and, ultimately, the taxpayer.

The GSA will therefore seek to identify new areas of business and will market its services in the wider Public Service where it can credibly claim to offer value for money services to new customers. It will do this in the context of an increased use of e-procurement across its customer base and by a full participation in the e-business initiatives currently being explored. As the primary procurement agent for central government, the GSA will seek to position itself as a leader in this particular area and will develop and acquire the appropriate expertise necessary to successfully undertake this work in the future.

# The Strategic Process



## Key Objectives

Based on the environmental assessment we have carried out, and bearing in mind the essence of the Mission Statement of the Office, we have identified the following Key Objectives:

<b>Key Objective 1:</b>	To deliver on the annual <b>Work Programme</b> .
<b>Key Objective 2:</b>	To deliver a <b>Quality Customer Service</b> in a timely and consistent manner.
<b>Key Objective 3:</b>	To dedicate particular focus to achieving <b>specified levels of service</b> for individual customers.
<b>Key Objective 4:</b>	To engage continually in a process of <b>measurement of our performance</b> against other similar organisations.
<b>Key Objective 5:</b>	To develop <b>efficient corporate reporting arrangements</b> that contribute in a meaningful way to the achievement of Strategic goals.
<b>Key Objective 6:</b>	To <b>modernise the Human Resource function</b> so as to better meet the needs of the core Business Units and the staff of OPW.
<b>Key Objective 7:</b>	To address the issue of <b>Regulatory Reform</b> so as to ensure that OPW retains the ability to act on Government policy in a changing environment.
<b>Key Objective 8:</b>	To achieve <b>greater efficiency</b> in the use of property assets.
<b>Key Objective 9:</b>	To <b>address emerging problems</b> in the area of flooding.

## Key Objectives and the Strategies by which they will be achieved

### Mission

To deliver, in support of Government policies, high quality services in property, design, construction and procurement on time and on budget.

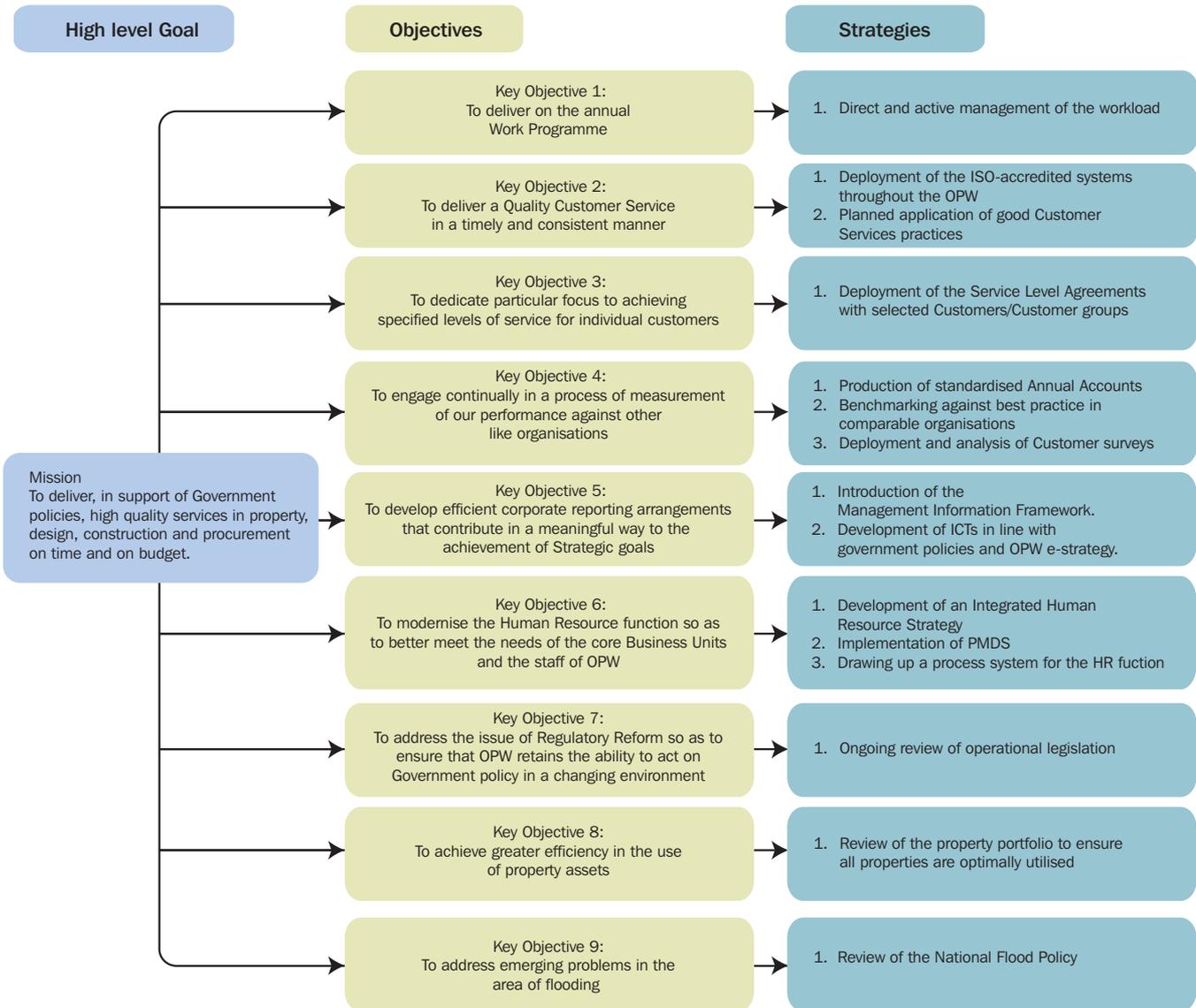
In order to realise our Mission, we have established Key Objectives and attached to them strategies for action. These will result in fixed outputs for all core Business Units.

<b>Key Objective</b>	<b>Strategies by which the Key Objective will be achieved</b>	<b>Outputs arising from the strategies employed</b>
1. To deliver on the annual Work Programme.	<ul style="list-style-type: none"> <li>• Direct and active management of workload.</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery.</li> </ul>
2. To deliver a Quality Customer Service in a timely and consistent manner.	<ul style="list-style-type: none"> <li>• Deployment of ISO systems throughout OPW.</li> <li>• Planned application of good Customer Service practices.</li> </ul>	<ul style="list-style-type: none"> <li>• ISO accreditation for each of OPW's core Business Units.</li> <li>• New Customer Service Action Plan incorporating revised 2000 Guidelines.</li> </ul>

3. To dedicate particular focus to achieving specified levels of service for individual customers.	<ul style="list-style-type: none"> <li>• Agreement on Service Level Agreements with Customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Service Level Agreements covering OPW's principal core services areas with significant Customers/ Customer Groups.</li> </ul>
4. To engage continually in a process of measurement of our performance against other like organisations.	<ul style="list-style-type: none"> <li>• Production of standardised Annual Accounts.</li> <li>• Benchmarking against best practice in comparable organisations.</li> <li>• Commissioning of Customer satisfaction surveys.</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation of Annual Report accounts in standardised format and to previously published protocols by all core Business Units.</li> <li>• Benchmarking studies on the operations of all core Business Units on both quantitative and qualitative bases.</li> <li>• Publication of Customer Satisfaction Surveys by all core Business Units.</li> </ul>
5. To develop efficient corporate reporting arrangements which contribute in a meaningful way to the achievement of Strategic goals.	<ul style="list-style-type: none"> <li>• Introduction of the Management Information Framework.</li> <li>• Development of ICTs in line with "New Connections", the Government Action Plan for ICTs published in March 2002 and OPW's own e-strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Management reporting system.</li> <li>• ICT projects deployed in support of key business processes.</li> </ul>

6. To modernise the Human Resource function so as to better meet the needs of the core Business Units and the staff of OPW.	<ul style="list-style-type: none"> <li>• Development of an Integrated Human Resource Strategy in line with the Guidelines issued in June 2000 by the SMI HR Working Group.</li> <li>• Implementation of Performance Management and Development System.</li> <li>• Development of a process system for the HR function.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated Human Resource strategy which is in support of OPW's strategic business aims.</li> <li>• Performance Management system operating in support of Work Plans and individual developmental aims.</li> <li>• HR process manual.</li> </ul>
7. To address the issue of Regulatory Reform so as to ensure that OPW retains the ability to act on Government policy in a changing environment.	<ul style="list-style-type: none"> <li>• Ongoing review of operational legislation so as to make it more relevant and effective.</li> </ul>	<ul style="list-style-type: none"> <li>• Memoranda for Government.</li> <li>• Government Decisions.</li> </ul>
8. To achieve greater efficiency in the use of property assets.	<ul style="list-style-type: none"> <li>• Review of property portfolio to ensure that all properties are optimally utilised.</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial proposals to Government.</li> <li>• Government Decisions.</li> </ul>
9. To address emerging problems in the area of flooding.	<ul style="list-style-type: none"> <li>• Review of National Flooding Policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Proposals for future action by Government.</li> <li>• Government Decisions.</li> </ul>

We will over the period ahead seek to achieve our Mission by realising the Key Objectives we have set ourselves. These Objectives will be reached by implementation of the strategies for action we have established.



Key Objectives and the Strategies by which they will be achieved

# Performance Indicators

Key Objective	Performance Indicator	Business Unit	Target	Other relevant indicators
1. To deliver on the annual Work Programme	<ul style="list-style-type: none"> <li>Achievement of Business Plan targets</li> </ul>	<ul style="list-style-type: none"> <li>All core Business Units and Corporate Services Division</li> </ul>	<ul style="list-style-type: none"> <li>End each year</li> </ul>	<ul style="list-style-type: none"> <li>Management Audit</li> <li>Customer feedback</li> </ul>
2. To deliver a Quality Customer Service in a timely and consistent manner	<ul style="list-style-type: none"> <li>IS EN ISO:9001:2000 accreditation for all core Business Units</li> </ul>	<ul style="list-style-type: none"> <li>Property Management Services</li> <li>Project Management Services</li> <li>Architectural Services</li> <li>Property Maintenance Services</li> <li>Engineering Services</li> </ul>	<ul style="list-style-type: none"> <li>End 2003</li> <li>Achieved (for Project Management Services)</li> <li>End 2004 (for Project Management of Flood Relief)</li> <li>Achieved for all elements</li> <li>End 2004</li> <li>Achieved (for Hydrology and Hydrometric Services)</li> <li>Achieved (for Structural Engineering Section)</li> <li>Achieved (for Drainage Maintenance)</li> <li>Mid 2004 (for CEW)</li> <li>End 2003 (for all other sections and units)</li> </ul>	<ul style="list-style-type: none"> <li>Customer Satisfaction Surveys</li> <li>Management Evaluation</li> </ul>

Key Objective	Performance Indicator	Business Unit	Target	Other relevant indicators
	<ul style="list-style-type: none"> <li>New Customer Service Action Plan incorporating revised 2000 Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Government Supplies Agency</li> <li>All Business Units and Corporate Services Division</li> </ul>	<ul style="list-style-type: none"> <li>Mid 2004 (for all Procurement Services)</li> <li>Publish Mid 2003</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction surveys</li> </ul>
3. To dedicate particular focus to achieving specified levels of service for individual customers	<ul style="list-style-type: none"> <li>Conclusion of Service Level Agreements covering major functional areas of our activities with 2 significant Customers/ Customer Groups #</li> </ul>	<ul style="list-style-type: none"> <li>All core Business Units</li> </ul>	<ul style="list-style-type: none"> <li>End 2003</li> </ul>	<ul style="list-style-type: none"> <li>Customer feedback</li> <li>Customer satisfaction surveys</li> <li>Management evaluation</li> </ul>
4. To engage continually in a process of measurement of our performance against other similar organisations	<ul style="list-style-type: none"> <li>Preparation by all Business Units of Annual Accounts which conform to standardised protocols published 1999 and which meet the requirements of the new Management Information System</li> <li>Undertaking benchmarking exercises with appropriate external comparators on both qualitative and quantitative bases</li> <li>Completion of Customer Satisfaction Surveys to establish the level of perception of OPW's services among our client base relative to other providers*</li> </ul>	<ul style="list-style-type: none"> <li>All core Business Units</li> <li>All core Business Units</li> <li>All core Business Units</li> </ul>	<ul style="list-style-type: none"> <li>End 2003</li> <li>One relevant exercise by each Business Unit by end 2003 and at least one per annum thereafter</li> <li>One survey each by end 2003 and at least two per year thereafter</li> </ul>	<ul style="list-style-type: none"> <li>Publication of accounts in the Annual Report</li> <li>Professional external audit</li> <li>Management evaluation</li> <li>Professional external audit</li> <li>Management evaluation</li> <li>Customer feedback.</li> <li>Management Evaluation</li> </ul>

# This may include either Internal or External Customers as appropriate.

\* This may include either Business Unit-specific exercises or cross-Unit studies as are deemed appropriate or useful.

Key Objective	Performance Indicator	Business Unit	Target	Other relevant indicators
5. To develop efficient corporate reporting arrangements which contribute in a meaningful way to the achievement of Strategic goals.	<ul style="list-style-type: none"> <li>• Successful introduction of Management Information Framework</li> <li>• Provision of ICT services in line with needs determined by IT User Group on an ongoing basis and by reference to the OPW's e-Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• All core Business Units, led by Corporate Services Division</li> <li>• All core Business Units, led by Corporate Services Division</li> </ul>	<ul style="list-style-type: none"> <li>• Mid 2004</li> <li>• Ongoing targets determined according to needs defined by IT User Group</li> </ul>	<ul style="list-style-type: none"> <li>• Management evaluation.</li> <li>• Internal Audit assessment</li> <li>• Management evaluation</li> <li>• Annual Work Programme performance analysis</li> </ul>
6. To modernise the Human Resource function so as to better meet the needs of the core Business Units and the staff of OPW.	<ul style="list-style-type: none"> <li>• Publication of an Integrated Human Resource Strategy for OPW</li> <li>• Publication and implementation of a process manual for the core elements of the HR function</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Services Division</li> <li>• Corporate Services Division</li> </ul>	<ul style="list-style-type: none"> <li>• End 2003</li> <li>• End 2003</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership Committee agreement</li> <li>• Management evaluation</li> <li>• Internal Audit assessment</li> <li>• Customer (ie: Business Unit) feedback</li> </ul>
7. To address the issue of Regulatory Reform so as to ensure that OPW retains the ability to act on Government policy in a changing environment.	<ul style="list-style-type: none"> <li>• Agreement at Government to amendment of legislation</li> </ul>	<ul style="list-style-type: none"> <li>• All core Business Units, led by Corporate Services Division</li> </ul>	<ul style="list-style-type: none"> <li>• End 2003</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement of Minister of State and Minister for Finance</li> </ul>
8. To achieve greater efficiency in the use of property assets	<ul style="list-style-type: none"> <li>• Presentation of proposals arising from review of property portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Property Management Services</li> </ul>	<ul style="list-style-type: none"> <li>• Mid 2004</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement of Minister of State and Minister for Finance</li> <li>• Government Decisions</li> </ul>
9. To address emerging problems in the area of flooding	<ul style="list-style-type: none"> <li>• Presentation of proposals arising from review of National Flooding Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Project Management Services and Engineering Services</li> </ul>	<ul style="list-style-type: none"> <li>• Aug 2003</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement of Stakeholder parties</li> <li>• Agreement of Minister of State and Minister for Finance</li> <li>• Government Decisions</li> </ul>



