

## **THE DEPARTMENT OF PUBLIC WORKS SERVICE DELIVERY IMPROVEMENT PLAN (SDIP) – February 2007**

### **Vision**

The National Department of Public Works is committed to facilitating delivery by other departments by providing accommodation and property management services and meeting the objectives of poverty alleviation and transformation. In 2003 the Department formulated the following new vision, mission and value statements to demonstrate the Department's and its employees' serious commitment to Government's vision of a better life for all the country's citizens:

### **"To be world-class Public Works Department"**

### **Mission**

The National Department of Public Works (NDPW) aims to promote the government's objectives of economic development, good governance and rising living standards and prosperity by providing and managing the accommodation, housing, land and infrastructure needs of national departments, by promoting the national Expanded Public Works Programme and by encouraging the transformation of the construction and property industries. In pursuance of this objective the Department will endeavor to:

- Efficiently manage the asset life cycle of immovable assets under the Department's custodianship;
- Provide expert advice to all three spheres of Government and parastatals on immovable assets;
- Contribute to the national goals of job creation and poverty alleviation through the coordination of public works programmes nationally, of which the Expanded Public Works Programme (EPWP) forms an integral part; and
- Provides strategic leadership to the Construction and Property Industries.

### **PROVISION OF LAND AND ACCOMODATION BY DEPARTMENT OF PUBLIC WORKS**

The Department provides land and accommodation to national government departments and institutions, manages such land and accommodation, is the custodian of national government immovable assets, provides strategic leadership to the Construction and Property Industries, and coordinates the implementation of the Expanded Public Works Programme.

The Department is responsible for a vast property portfolio. These buildings and structures are generally more than 25 years old, and some are in a serious state of disrepair due to insufficient planned and preventative maintenance over decades. This poses occupational health and safety challenges, especially because of insufficient budgets to carry out the required rehabilitation work, managing increasing volumes of day-to-day repairs, and meeting the requirements of the Occupational Health and Safety Act. Client departments are now increasingly favouring leased accommodation to provide suitable work environments.

## **1. Provision of Accommodation**

### **Purpose**

Provision of Accommodation is the chief driver of asset management planning which includes components of Asset Life Cycle Strategies, Acquisition, Operations/Management, Maintenance (covering facilities Management) and Disposals.

### **Functions**

Provision of Accommodation consists of the following functions:

- **National Key Account Management**
- **Portfolio Analysis**
- **Portfolio Performance & Monitoring**
- **PPPs/AOPS** and

**(a) Capital Works Projects**

Capital works projects is for the purpose of ensuring that the construction and maintenance work executed by and on behalf of the Department is in accordance with best practices and to the requirements of the client departments. This involves providing professional advisory services to the Department in the field of architectural, quantity surveying, town planning, civil and structural engineering, mechanical engineering and electrical engineering services, at large, and the project management function, in particular, providing services in terms of new developments.

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
Capital Works Projects (Planning, designing, Specifications, procurement of services for building construction from start to end)	National government departments, institutions	<b>Quantity:</b>	325 days from the starting and end of building construction e.g. tendering processes, planning instruction	<b>Quantity:</b>	200 days
		<b>Quality:</b>	Complaints exceeds 10%	<b>Quality:</b>	Reduce Complaints by 10%
		• Consultation	Reactive: Tel, email	• Consultation	Forum meetings for more engaging of Clients understand their demands, One-on-one feedback sessions
		• Access	Email, tel, posters, Billboards	• Access	Call Centre, Website, Consumer Centric Structure
		• Courtesy	Adhoc-reactive basis	• Courtesy	Call Centre KAM
		• Open & Transparency	Explain Delays	• Open & Transparency	BBE compliance, Proactive

*How long does it take?*

		<ul style="list-style-type: none"> <li>Information</li> </ul>	Adhoc- Reactive, No standardization of information for Regional Offices	<ul style="list-style-type: none"> <li>Information</li> </ul>	Improve the quality of information, Give full detailed reports, Inform Clients timeously, Client forums briefing sessions,
		<ul style="list-style-type: none"> <li>Redress</li> </ul>	Adhoc- Reactive	<ul style="list-style-type: none"> <li>Redress</li> </ul>	Call Centre, Job tracking, Proactive, Follow-up with clients on complaints, Conduct costumer satisfaction survey.
		<ul style="list-style-type: none"> <li>Value for Money</li> </ul>	Spending allocated budget to achieve the targets( customers needs)	<ul style="list-style-type: none"> <li>Value for Money</li> </ul>	100% spending
		<b>Time:</b>	End March 2007	<b>Time:</b>	End March 2008
		<b>Cost:</b>	Within allocated Budget	<b>Cost:</b>	Within allocated Budget
		<b>Human Resources:</b>		<b>Human Resources:</b>	

**(b) Maintenance of Government Buildings**

The maintenance of government buildings includes: rendering advice on Contractual matters on Building and Engineering contracts, promoting training and guidance regarding the Repair and Maintenance Programme, implementing a Service Delivery Improvement plan, drawing up and implementing a holistic Maintenance plan for all State Assets.

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Maintenance (Emergency breakdown e.g. Geysers burst)	National government departments, institutions	Quantity:	It takes 46 weeks to response to clients request of services
		Quality:		Quality:	
		Consultation	Tel, emails, Drafts	Consultation	Forum meetings
		Access	Email, Tel, Internet	Access	Call Centre
		Courtesy	More than 15 % of Complains	Courtesy	Address Complains,
		Open & Transparency	Communicate, give full information	Open & Transparency	Satisfy clients ✓
		Information	Full Information	Information	Improve Systems ✓
		Redress	Adhoc	Redress	Call Centre monitoring ✓
		Value for Money	Within budget	Value for Money	Within Budget
		Time:	48 hours to response to clients emergency breakdown	Time:	Response within 24 hours to clients ✓
		Cost:	Spending according to the allocated Budget	Cost:	100% spending on Budget and achieve the targets
		Human Resources:		Human Resources:	

4-6 wks

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Figure

\* Check Time

\* HR

\* Info -> Where do they get info about service

**(C) Management of Leasing Agreements for National Departments and Institution of Government**

Management of Leasing Agreements includes: rendering advice and support to clients departments regarding: Property Management, Acquisitions, Leasing and Disposals , Consolidate relevant reports on progress of Acquisitions and related matters, rendering Property Management Information Systems support to users (PMIS).

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
Leasing Management (Accommodation for clients department and Institution)	National government departments, institutions	<b>Quantity:</b>	It takes 108 days to conclude a leasing agreement	<b>Quantity:</b>	2 months to conclude a leasing agreement
		<b>Quality:</b> <ul style="list-style-type: none"> <li>• Consultation</li> </ul>	Email, Adhoc meetings	<b>Quality:</b> <ul style="list-style-type: none"> <li>• Consultation</li> </ul>	Forums meetings, internet, One on one visitation
		<ul style="list-style-type: none"> <li>• Access</li> </ul>	Delays in payments, No feedback on clients leasing pay-outs(progress)	<ul style="list-style-type: none"> <li>• Access</li> </ul>	Continuous Communicate , Address the delays on payments through PI systems,
		<ul style="list-style-type: none"> <li>• Courtesy</li> </ul>	No complaints desk	<ul style="list-style-type: none"> <li>• Courtesy</li> </ul>	Integrated call centre, Consumer centric Structure for clients Departments
		<ul style="list-style-type: none"> <li>• Open &amp; Transparency</li> </ul>	Poor feedback	<ul style="list-style-type: none"> <li>• Open &amp; Transparency</li> </ul>	Give feedback, BBE compliance
		<ul style="list-style-type: none"> <li>• Information</li> </ul>	Delays on Reports to clients	<ul style="list-style-type: none"> <li>• Information</li> </ul>	Briefing sessions to clients, One-on-one,
		<ul style="list-style-type: none"> <li>• Redress</li> </ul>	Adhoc-Reactive and slow to response to clients needs	<ul style="list-style-type: none"> <li>• Redress</li> </ul>	Proactive, Pay in time

		<ul style="list-style-type: none"> <li>Value for Money</li> </ul>	Buildings not meeting the Occupational health standards, Providing poor low quality of products and goods to clients	<ul style="list-style-type: none"> <li>Value for Money</li> </ul>	Competitive advantage, Benchmarking Practice, Provide effective and quality services to clients
		<b>Time:</b>	End March 2007	<b>Time:</b>	End March 2008
		<b>Cost:</b>	Within allocated budget	<b>Cost:</b>	100% spending on Budget
		<b>Human Resources:</b>		<b>Human Resources:</b>	

**(d) Facilities Management**

Facilities Management support service is the rendering of service delivery that includes: building support services e.g. cleaning and stores, maintenance and operations e.g. plumbing and housekeeping.

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
Facilities Management	National government departments, institutions	<b>Quantity:</b>	Property inspections quarterly	<b>Quantity:</b>	Property inspection Monthly
		<b>Quality:</b>		<b>Quality:</b>	
		<ul style="list-style-type: none"> <li>• Consultation</li> </ul>	Tel, email, one-on-one	<ul style="list-style-type: none"> <li>• Consultation</li> </ul>	Forums meeting and proactive feedback
		<ul style="list-style-type: none"> <li>• Access</li> </ul>	Delays on services clients	<ul style="list-style-type: none"> <li>• Access</li> </ul>	Proactive services
		<ul style="list-style-type: none"> <li>• Courtesy</li> </ul>	Complaints desk	<ul style="list-style-type: none"> <li>• Courtesy</li> </ul>	Call centre, Consumer Centric Structure
		<ul style="list-style-type: none"> <li>• Open &amp; Transparency</li> </ul>	Poor Coordination of service delivery on cleaning services, Poor quality cleaning services tools	<ul style="list-style-type: none"> <li>• Open &amp; Transparency</li> </ul>	Effective procedures on rendering services to clients, Continuous communication with clients, Buy good standards and quality for cleaning services
		<ul style="list-style-type: none"> <li>• Information</li> </ul>	Briefing sessions, monthly meetings	<ul style="list-style-type: none"> <li>• Information</li> </ul>	Give feedback on progress of services, one-on-one with clients
		<ul style="list-style-type: none"> <li>• Redress</li> </ul>	Adhoc- Reactive	<ul style="list-style-type: none"> <li>• Redress</li> </ul>	Give feedback to clients, Speedy rendering of services, effective call centre

		• Value for Money	for Within Budget	• Value for Money	for Within Budget
		<b>Time:</b>	5 days	<b>Time:</b>	1 to 2 days
		<b>Cost:</b>	Within allocated Budget	<b>Cost:</b>	Within allocated budget
		<b>Human Resources:</b>	~	<b>Human Resources:</b>	~

→ Financial Year 2006/2007

2007/2008