



# Office of Public Works

## Annual Report 2022



**OPW**

Oifig na  
nOibreacha Poiblí  
Office of Public Works

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Annual Report 2022



**OPW**

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Minister O'Donovan and Chairman Maurice Buckley with the project team at the official opening of OPW's new Dublin offices in 1GQ

# 1 Forewords

## 1.1 Foreword by Minister of State

This annual report presents the activities and achievements of the Office of Public Works (OPW) for the year 2022. The OPW's principal activities are in the areas of Flood Risk Management and Estate Management, including Heritage Services.

The OPW is committed to providing the government and the public with versatile, innovative and specialist services. This has been the core focus of the organisation since my appointment as Minister of State with responsibility for the Office of Public Works in June 2020.

As the challenges of Covid-19 gave way to service delivery in 2022 the OPW completed a number of very significant projects on time and within budget, despite the disruption brought about by the pandemic in the previous years. We welcomed An Garda Síochána to Walter Scott House, their new HQ on Military Road. This major infrastructural project was designed by the OPW in accordance with An Garda Síochána's brief. It meets the operational requirements of staff through achieving top international standards for policing infrastructure and work environments.

A number of other significant projects were progressed throughout 2022 including; Tom Johnson House which encompasses a deep retrofit solution that will significantly reduce the energy use of the building thus contributing to the achievement of ambitious Government targets to reduce the State's carbon footprint by 51% by 2030; the Forensic Science Ireland Laboratory - a three-storey building including laboratories, offices and ancillary accommodation located within the Backweston Campus. A construction contract was placed for a government data centre also located at Backweston.

As the war in Ukraine displaced millions of Ukrainians in 2022, the OPW was tasked with working with the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) in the development of a pilot programme of 700 modular homes on sites around the country. Once complete, the units will house approximately 2,800 adults and children seeking a temporary home in Ireland. I am particularly pleased to note that all of these developments meet the specific requirements of the client Departments and agencies involved, but in a sustainable manner that is also consistent with achieving the Government's climate action targets.

The work of the Brexit Unit and the delivery of Rosslare Europort Terminal 7 continued to be a significant priority for the OPW throughout 2022. The unit was tasked with putting in place sufficient inspection facilities, to cater for the increase in customs, health, sanitary and phytosanitary (SPS) checks and controls on trade. I am pleased to note that work is continuing at pace on this site to deliver this critical post-Brexit infrastructure which will significantly enhance our connectivity to our continental European trading partners.

As the impacts of climate change continue to mount up, the Catchment-based Flood Risk Assessment and Management (CFRAM) programme is of increasing importance to many communities across Ireland.

This programme involved a strategic assessment of flood risk in 300 communities, impacting three million people. The research provided evidence for the Government's €1.3bn investment in flood relief schemes to be delivered as part of the National Development Plan (NDP) to 2030.

In 2022, two major flood relief construction projects were substantially completed in Ashbourne, Co Meath and in Douglas, Co Cork. Capital investment in flooding projects associated with flood risk management (FRM) measures and programmes was €54.6m for 2022. The level of investment is expected to significantly ramp up in future years to ensure that the full programme of works under CFRAM is delivered within the lifetime of the NDP.

The OPW continued to fund Local Authorities under the Minor Flood Mitigation Works and Coastal Protection Scheme in 2022, with approximately €2.7m expended under the scheme.

2022 also saw significant, and very welcome, developments to the heritage portfolio aimed at preserving our historic buildings and sites for the enjoyment of current and future generations. One such development was the public opening of the 190-acre historic estate, with 30 acres of renowned gardens, at Annes Grove, Co Cork, for the first time whilst in the care of the OPW. A new state-of-the-art audio-visual exhibition at the Céide Fields, Co Mayo, will draw domestic and international tourists to the region.

OPW staff received a number of well-deserved national and international awards and acknowledgements for their work and expertise during 2022.

The Annual Report is a very important document for highlighting the key activities and achievements of the organisation. It shows the breadth of important activities undertaken by the OPW and the key role the organisation plays in providing services on behalf of government to Departments and agencies, communities and the public at large. I would like to add my own appreciation for the commitment of OPW staff to the work that they do across the organisation, without which the work outlined in the annual report would not have happened.

Tá áthas orm ár dtiomantas leanúnach do sholáthar seirbhísí dhá-theangacha a fhéiceál ar fud ár dtairiscint, rud atá ag teacht lenár dualgaisí faoi Acht na dTeangacha Oifigiúla, ach níos tábhachtaí arís, tríd an díogras atá againn ár n-oidhreacht a chosaint.



A handwritten signature in black ink, which appears to read 'Patrick O'Donovan'.

**Patrick O'Donovan, TD**

*Minister of State with responsibility  
for the Office of Public Works*

## 1.2 Foreword by Chairman

I am pleased to submit the 2022 Annual Report to the Minister of State at the Department of Public Expenditure, NDP Delivery and Reform (DPENDPDR) with responsibility for the Office of Public Works, Mr. Patrick O'Donovan T.D.

Our Annual Report is an opportunity for the OPW to provide an overview of the work and the progress made to deliver our Statement of Strategy (2021-2024). It reflects our core priorities in serving Government policy for the coming years and these are reflected in four themes.

Two of the themes, Sustainability and Climate Action, are at the heart of the Government's policy commitments in the Programme for Government, Our Shared Future and are also reflected in the ongoing work of the OPW.

The OPW launched its Biodiversity Strategy in 2022, setting out clear priorities and a roadmap of actions to enhance the protection of biodiversity across all areas of its work.

The OPW is also committed to reducing carbon emissions in our estate in line with EU targets and the requirements of the Government's Climate Action Plan. A key driver of this is the design of new buildings, deep refurbishment of existing buildings and the maintenance of properties in the portfolio.

While many significant estate projects came to fruition in 2022, I would like to mention two important projects underway, one retrofit and one new build, which will be leading examples of public building energy use minimisation once complete.

The first is the deep retrofit of Tom Johnson House in Dublin 4, which is also referenced in the Minister's foreword. This important, first of its kind, exemplar will demonstrate how significant energy efficiency gains can be achieved within existing older buildings. The project, which is EU funded, embraces the use of sustainable materials and taps into the very latest available energy saving innovations in construction. As a result, when the project is completed the Building Energy Rating (BER) of G in Tom Johnson House will be improved to 'A2' representing an 85% reduction in primary energy use while also extending the life of the building. The completed building will be the new home for the Department of the Environment, Climate and Communications.

Secondly, the new home for the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media on Leeson Lane (a new build) has been designed to achieve nZEB (near Zero Energy Buildings) standards with a very high energy performance.

In 2022, the OPW again delivered on its remit to assist Government in responding quickly and flexibly to the challenges of the day by working to develop a pilot programme for rapid build housing to accommodate refugees fleeing the war in Ukraine.

There were some significant developments in the Heritage portfolio this year. A new state-of-the-art audio-visual exhibition at the Céide Fields, Co Mayo, will help draw domestic and international tourists to the region.

We also opened the Blasket Centre in June, a stunning piece of architecture now home to a new exhibition that tells the story of the Blasket Islands in an imaginative multi-media experience.

As our work to address climate change continues to expand in 2023 and for the foreseeable future, there will be an impact on all areas of our procurement, operations and delivery that will transform how we work and deliver on the goals set for us by government.

In 2022 our climate adaptation work on flood risk management progressed as per the Climate Change Sectoral Adaptation Plan for Flood Risk Management 2019-2024.

There was a further €54.6 million in capital expenditure on flood risk management projects in 2022, part of the government's commitment of €1.3 billion in the national development plan to 2030.

The OPW provided leadership in this area as joint chair of the interdepartmental group on coastal change management strategy. The group progressed its work on developing a strategy to manage the projected impact of climate change on coastal communities and will present its report to government in 2023.

Also, in collaboration with Inland Fisheries Ireland, the OPW progressed work on a climate resilience research project building an important dataset to develop understanding on water temperature and low flow changes due to climate change.

As we progress the delivery of our Statement of Strategy I would like to acknowledge and express my sincere thanks to the diverse and dedicated OPW workforce for their continued commitment to delivering the work of the Office in 2022.

I would also like to acknowledge the collaborative work of our many stakeholders across a wide range of OPW activities and thank them for their ongoing support.

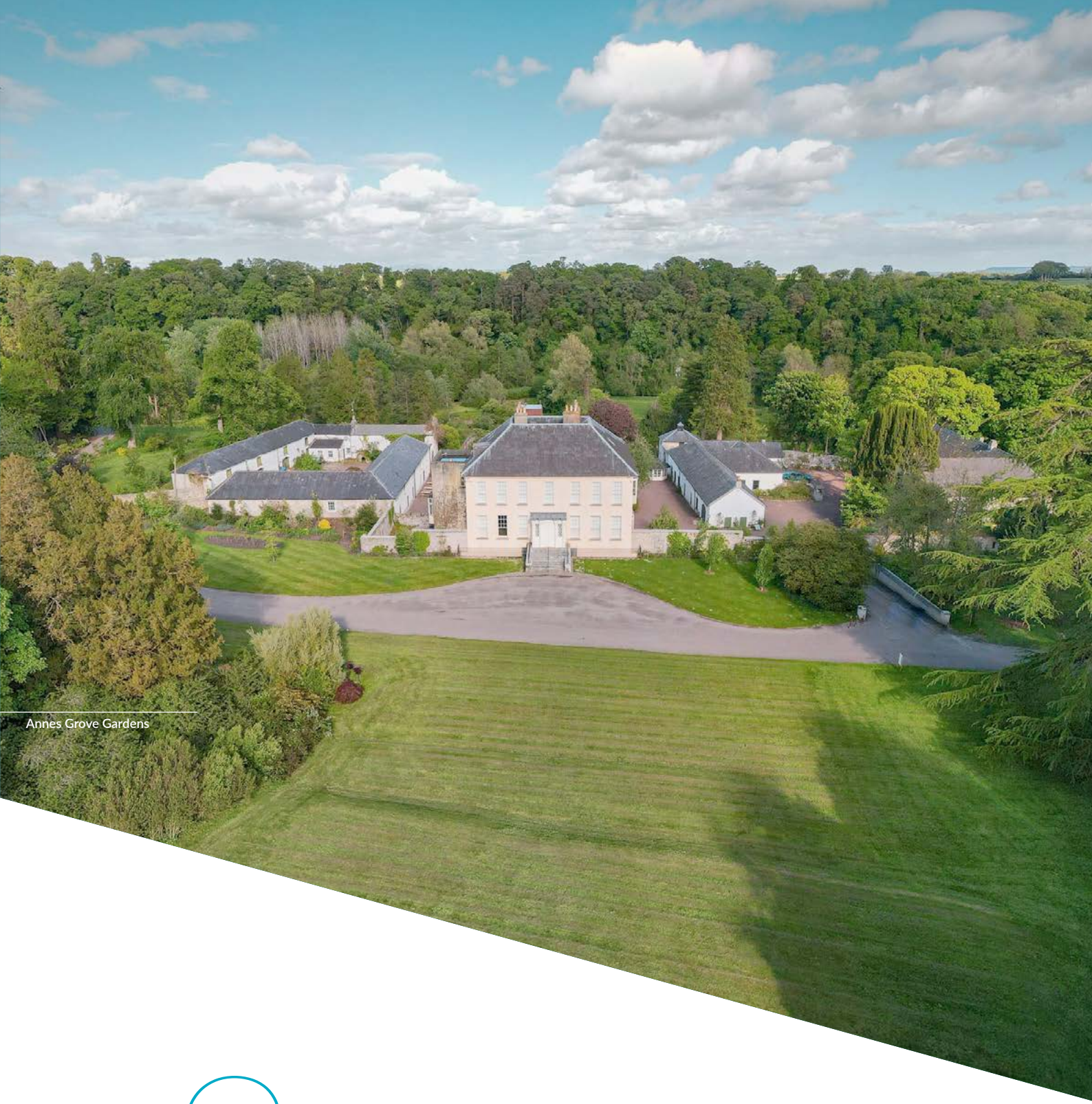


*Maurice Buckley*

**Maurice Buckley**

*Executive Chairman,  
Office of Public Works*





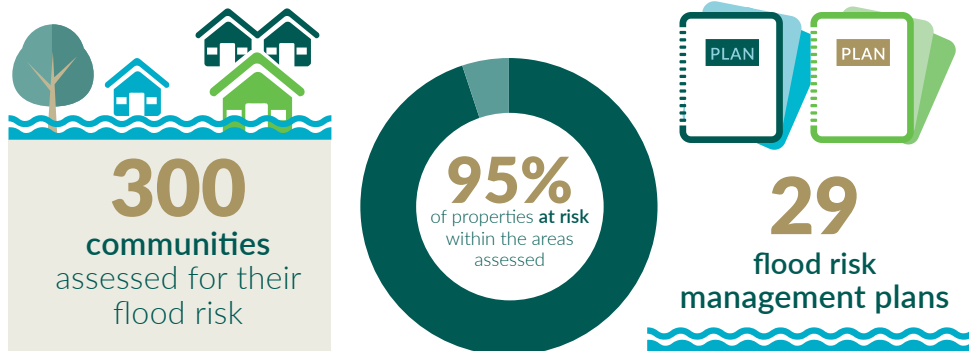
Annex Grove Gardens

# 2

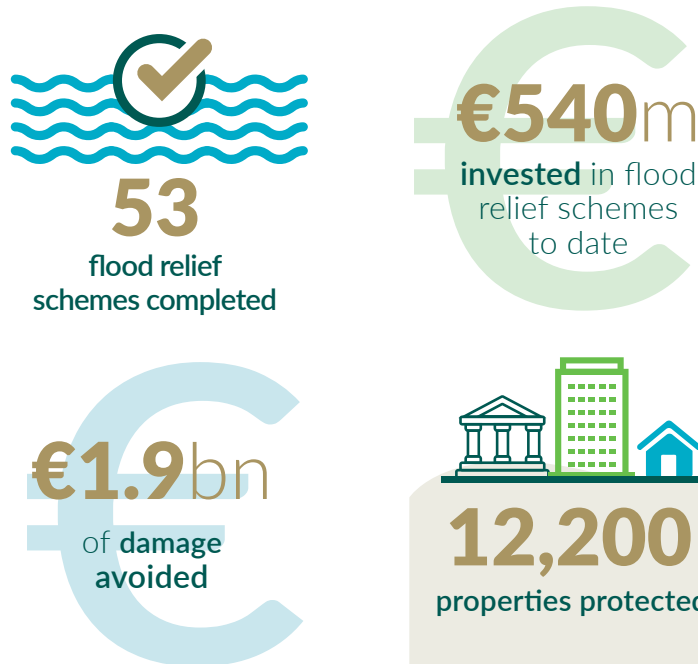
## Statistical Highlights 2022

## 2.1 Flood Risk Management

### Overall Statistics



### Statistics on Completed Flood Relief Schemes



# Statistics 2022



**€54.6m** capital expenditure  
invested in Flood Risk Management

**673**

projects completed  
under the **Minor  
Flood Mitigation  
Works** and **Coastal  
Protection Scheme**

since 2009

**89**

flood schemes  
at **design, planning  
or construction**

up from 33 in 2018

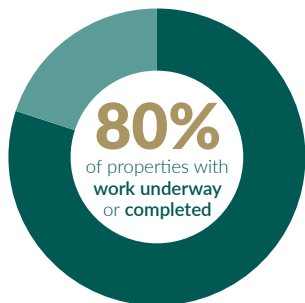
**2,049km**

arterial drainage  
channels  
maintained



**214km**

of **embankments**  
maintained or  
refurbished



**10**

water level  
stations added  
to the network

## 2.2 Estate Management – Property Statistics

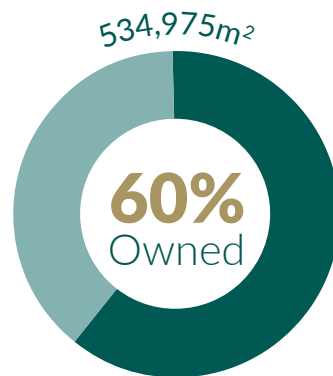
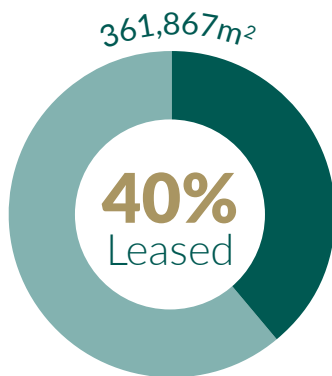
### Office Portfolio



**333** Leases in  
**278** buildings

**256** Owned  
office buildings

Total office floor area – **896,842m<sup>2</sup>**



### Owned Portfolio

**€8.6m**

Income from 25  
Property Disposals



**500+**

Licences for  
Mobile Phone Masts



**686**

Garda  
Properties

### State Art Collection

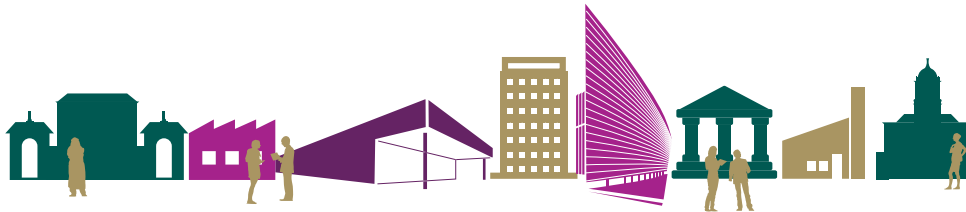


**13,300**

Artworks in the  
State Art Collection

**520** clients with  
**485** buildings  
provided with art

## 2.3 Estate Management – Built Heritage Statistics



**15.1m**

Recorded Visitors  
to Heritage Sites



**780**

National Monuments  
under our care



**70**

Heritage Sites  
with Guided Service



**32**

Historic  
Properties



**5,000** acres

Parklands  
& Gardens

## 2.4 OPW Corporate Statistics 2022

### OPW STAFF 2022\*

All-year round staff	2,124
Fixed-term staff	109
Apprentices	11
<b>Overall Total</b>	<b>2,244</b>

\*Staff figures for 2022 are year-end and do not include seasonal staff adjustment of 431 in July 2022.

### FINANCIAL INFORMATION

The Office of Public Works (OPW) is charged with the administration and execution of a number of separate and diverse areas of Government services. These are accounted for under two main programmes with administrative support by Corporate Services.

Expenditure Programme	2021	2022
	€000's	€000's
Programme A – Flood Risk Management	99,591	102,892
Programme B – Estate Portfolio Management	576,345	631,230
	<b>Gross Total</b>	<b>675,936</b>
D - Appropriations-in-Aid	11,113	33,551
	<b>Net Total</b>	<b>664,823</b>
<b>Funding of Programmes</b>		
Vote 13 Office of Public Works (Gross)	492,530	541,848
Agency Services managed by the Office of Public Works	183,406	192,274
<b>Total</b>	<b>675,936</b>	<b>734,122</b>

## ENERGY USE

The figures below are the data submitted to SEAI as part of the annual Monitoring and Reporting Return and are Total Primary Energy Requirement (TPER) for the organisation.

	2021	2022
Optimising Power at Work buildings	28.9 GWh	26 GWh
Historical Sites	9 GWh	8 GWh
Parks	0.8 GWh	0.9 GWh
Pumping Stations	1.1 GWh	1 GWh
Other Buildings	1.9 GWh	1.8 GWh
Transport	14 GWh	14.1GWh
<b>Total</b>	<b>55.8 GWh</b>	<b>51.8 GWh</b>

\*Changes in previous years reported figures are a result of updated primary conversions factors and transport data collection processes.

## SUPPORTING THE PARLIAMENTARY PROCESS 2022

Parliamentary Questions		494
Information provided for other Parliamentary Questions		46
Dáil Topical Issue Debates		
	<i>Submitted</i>	7
	<i>Selected</i>	1
Seanad Commencement Matters		
	<i>Submitted</i>	18
	<i>Selected</i>	12
Private Members Business Debates		0
Ministerial Representations		589

## GENERAL INFORMATION 2022

Freedom of Information (FOI) Requests Processed		90
	<i>Personal</i>	1
	<i>Non-personal</i>	89
<hr/>		
AIEs (Access to Information on the Environment)		28
<hr/>		
Media Events Organised		71
	<i>Media invites</i>	18
	<i>Interviews with Minister O'Donovan</i>	64
	<i>Interviews with OPW spokespersons/outdoor broadcasts etc.</i>	27
	<i>Cahir Castle wins EUFCN Location of the Year Award</i>	
	<i>Re-opening of the Blasket Islands Visitor Centre</i>	
	<i>Four Courts 1922 Tours before and after</i>	
<hr/>		
Press Releases Issued	<i>(including 10 Irish)</i>	99
<hr/>		
Queries dealt with by Press Office		3,096
	<i>General Public</i>	2,582
	<i>Media</i>	514
<hr/>		
Social Media Posts – Total:		4,386
	<i>Number of posts across all OPW social media platforms</i>	2,266
	<i>Number of posts across all Heritage Ireland social media platforms</i>	2,120
<hr/>		
Website items published (gov.ie)		628
<hr/>		
Videos (commissioned/produced/edited by Press Office)		14





Science week - Herbarium,  
National Botanic Gardens

# 3 Our Mission, Values & Strategic Themes and Objectives

## 3.1 Mission, Purpose and Vision Statements

Our role requires that we must often respond quickly and flexibly to the challenges of the day in carrying out the mission assigned to us in legislation and the Programme for Government. It is important that we are conscious of the core purpose of the organisation and why it is essential as part of the apparatus of Government. We must also have a vision of how we impact and contribute to the country and society we live in.



### Mission

To manage the State property portfolio, Ireland's flood risk, and our national heritage – all in a sustainable manner.



### Purpose

To provide the Government and the public with versatile, innovative and specialist services.



### Vision: Towards 200 Years

Our built and natural environments in harmony.

## 3.2 Values

The culture of the OPW is shaped by our values. The values expressed in the Statement of Strategy in addition to Civil Service values will be embedded in our activities and behaviours throughout the lifetime of the Strategy.



### Expertise

All OPW staff strive to become expert at their work and we continuously grow our expertise.



### Respect

We are considerate in our behaviour towards people. The OPW advocates FREDIE: fairness, respect, equality, diversity, inclusion and engagement.



### Excellence

We each take pride in our work, aiming for high levels of effectiveness and client satisfaction with quality, timely results.



### Collaboration

We develop partnerships and teams based on honesty and openness. We embrace different perspectives and build consensus.



### Sustainability

The work we do is built to last; we act for climate resilience. We pledge to future generations a continued legacy of the resources we safeguard along with the accrued knowledge and wisdom to protect them.

## 3.3 Statement of Strategy

The Office of Public Works' role requires that we must often respond quickly and flexibly to the challenges of the day in carrying out the mission assigned to us in legislation and the Programme for Government.

As an essential part of the apparatus of Government, we have a vision in our Statement of Strategy that guides how we impact and contribute to the country and society we live in.

The strategic objectives and priorities of the Office of Public Works are grouped and underpinned by four key themes that inform our work – Our Clients; Sustainability; Climate Action & People and Processes.



### Our Clients

*Strengthening our outward facing service*

The OPW's objective is to further improve and sustain our strong ethos of customer service excellence through better collaboration and enhanced delivery mechanisms. To achieve this objective, the OPW staff will continue to be empowered to ensure the needs of our client organisations and customers are central to informing their work and decisions. In doing so, we will continue to evolve our processes for directing clients to the correct areas that can deal with the issues they raise.



### Sustainability

*Embedding sustainability in our decisions*

Sustainability is at the heart of the Government's policy commitments in the Programme for Government, Our Shared Future. This sets a strategic objective for the OPW to ensure that our approach to sustainability adequately addresses these policy commitments, the emerging environmental challenges and that the services we provide continue to contribute to Ireland's economic prosperity and the wellbeing of its citizens.



## Climate Action

*Mitigating and adapting to the impact of climate change*

The OPW will deliver clear plans and actions to contribute to implementing the government's Climate Action Plan 2023.

Greenhouse gas mitigation and adaptation to the impacts of climate change are being addressed through National Mitigation Plans and National Climate Change Adaptation Frameworks. In coordinating our response to these overarching plans, we will ensure that we have a consistent approach to how we work with partner organisations on their implementation.



## People and Processes

*Enhancing our organisational capability*

We have actively supported our staff to develop their competencies and careers which has contributed to both their personal development and the achievement of organisational objectives. Our staff actively embrace change to add efficiency to how we work. We are fully committed to the ongoing programme of change in the Civil and Public Service, including through Our Public Service 2020. The OPW will engage with DPENDPDR to implement the findings of the Organisational Capability Review, (OCR) the report from which is due to be published before the end of 2023. We will assess the recommendations from this review and develop an Action Plan for their implementation in accordance with the OCR process.



Launch of the OPW Guide to  
Filming at Ireland's Historic  
Locations in Dublin Castle

# 4

## Review: Year Two Statement of Strategy 2021-2024

OBJECTIVES AND PROGRESS  
DURING 2022



Scoil Caomhin,  
Marlborough Street

## 4.1 Key Themes - Our Clients, Sustainability and Climate Action

The activities of the OPW's Flood Risk Management and Estate Management, including the Heritage Estate impact in particular on the three themes of *Our Clients, Sustainability and Climate Action* in the organisation's Statement of Strategy. The key objectives of each area involves active collaboration with a range of important stakeholders, including the general public, Government Departments and Agencies, local authorities and local communities and heritage and tourism-related bodies. The above list is indicative, rather than exhaustive and reflects the breadth of activities that the OPW is responsible for carrying out as an important vehicle for implementing government policy across the range of the organisation's responsibilities. During 2022, the OPW played a pivotal role in responding to some urgent national emergencies as well as making significant progress in delivering capital investment programmes funded on both the OPW and other Government Departments' votes providing important state infrastructure under the National Development Plan (NDP).

### RESPONDING TO URGENT NATIONAL EMERGENCIES

The OPW contributed to addressing the urgent needs of government in a number of important policy areas over the course of 2022. These included the State's Humanitarian Response to the war in Ukraine and the continued need to provide Brexit-related infrastructure at important entry points to the State.

#### Humanitarian Response to the war in Ukraine

The Government asked the OPW to assist the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) in the development of a pilot programme of 700 modular homes on sites around the country as part of the State's overall humanitarian response to accommodate those who have been displaced by the war in Ukraine. The programme has the capacity to accommodate up to 2,800 Ukrainians. The units designed by the OPW, in consultation with relevant industry representatives, are manufactured to a high energy efficiency standard thus aligning with the OPW's strategic themes of sustainability and climate action.



Modular housing 3D  
prototype visual



The OPW worked with the Department of Housing, Local Government and Heritage (DHLGH), local authorities, the Housing Agency and other bodies on progressing technical assessments on a range of sites, in order to deliver the required 700 units on State owned lands around the country.

By end 2022, the construction company overseeing the project was appointed and a framework of five modular manufacturers was established. Work had also begun on sites included in the first phase of the programme with delivery of housing units for occupation to be achieved during 2023. Three of the OPW's sites – in Cavan, Thurles and Claremorris – are included in the programme which is expected to be fully completed during 2023.

Throughout 2022, a range of the OPW's business units were involved in supporting and advising DCEDIY on certain refurbishment projects relating to residential accommodation, including tented accommodation, required as part of the Government's humanitarian response to the war in Ukraine. The OPW has also been actively involved in providing facilities for a number of Departments and agencies responsible for managing the inflow of Ukrainian nationals to the State, including the sourcing and installation of marquees at points of entry to the country.

### Brexit Infrastructure

The work of the Brexit Unit and the delivery of Rosslare Europort Terminal 7 continued to be a significant priority for the OPW throughout 2022. The Brexit Unit was tasked with putting in place sufficient inspection facilities to cater for the increase in customs, health, sanitary and phytosanitary (SPS) checks and controls on trade.



Brexit EU Commission visit Dublin Port

Within Dublin Port, the Yard 4 building, completed in May 2022, is a new customs and border control post for use by the Revenue Commissioners and Environmental Health Services, incorporating seven loading bays. An EU delegation, led by Johannes Hahn, Commissioner for Budget and Administration in the EU Commission visited Dublin Port on 10 May 2022 to view the infrastructure put in place by OPW and was briefed on the substantial increase in inspections Client Departments were able to undertake as a result.

The OPW was granted planning permission by Wexford County Council for the redevelopment of Rosslare Europort Terminal on November 9 2021. Following the Government Decision of September 7 2022, Tender Documentation for the project was published on [www.etenders.gov.ie](http://www.etenders.gov.ie).

The OPW has managed the tender process for the development of the new facilities on behalf of the Client Departments/Agencies. The process was completed during the first half of 2023 and the main contractor selected has commenced on site.

## ESTATE MANAGEMENT & CAPITAL PROJECTS

The OPW manages a significant part of the State's property portfolio and provides accommodation for Government Departments and agencies (900,000m<sup>2</sup> of office accommodation). The OPW's objective for office accommodation is to hold, manage and maintain a property portfolio that is aligned to Government service delivery needs relating to size, location, specification, value for money and optimum utilisation. Emerging blended working policies have created new opportunities for how the office accommodation footprint for the civil service will be managed over the longer term.

Given the age profile of the buildings in the portfolio, significant investment is required to modernise it in order to meet the business needs of client departments, while also reducing the portfolio's carbon footprint to align with the government's ambitious climate action objectives. This involves retrofitting buildings to improve their energy efficiency, and evaluating the potential for disposal of older buildings and the acquisition of more modern ones. The investment in the estate also involves measures to improve space utilisation by creating digitally enhanced predominantly open plan environments with collaborative spaces and less reliance on cellular offices.

The OPW also manages significant programmes of capital works funded by other government departments, offices and agencies and the following key achievements for 2022 reflect examples of such programmes as well as those funded from within the OPW's own capital allocation.

### Projects completed in 2022

In July 2022, Fitzgibbon Street Garda Station in Dublin's North inner city was officially opened following a full internal and external renovation undertaken by the OPW. The adaptation and redevelopment at No.24-28 and the adjacent building at No.30 Fitzgibbon Street has created a unique Garda Station campus which is now used as a central hub for community groups and their representatives.

Also in July, the refurbished and extended Athlone Garda Station was officially opened giving the town and the Midlands additional policing infrastructural capacity to meet present and future demands. The reopened station has not only increased substantially in size, it has also become more accessible to the public. The combination of new and old buildings enhances and supports ongoing urban renewal in Athlone.

In November 2022, An Garda Síochána opened its new purpose-built, flagship facility Walter Scott House at Military Road, Dublin 8. It was designed by the OPW in accordance with An Garda Síochána's brief to meet the operational requirements of staff and to attain top international standards for policing infrastructure and work environments. Construction work at Block N in Garda HQ, Phoenix Park, Dublin, was also completed within the year.



Fitzgibbon Street opening

A fit-out for Garda Units to be accommodated in Phoenix House, Dublin 8, was also completed in 2022. Other fit-outs completed during the year were Department of Social Protection Offices in Tuam and Enniscorthy, the Passport Office in Balbriggan for the Department of Foreign Affairs and the National Educational Psychological Service of the Department of Education and Skills located in Carrickmines, County Dublin. Another education related project completed was Kanturk National School.

The demolition of the Hawkins House building was also completed during the year, which was a necessary step to facilitate the future redevelopment of the site.

### Other Developments Progressed during 2022

**Forensic Science Ireland Laboratory** - a three-storey building including laboratories, offices and ancillary accommodation located within the Backweston Campus.

**Leeson Lane Office development** - This project involves the restoration and refurbishment of a historic building, Spruce House, former dispensary building, and the construction of a new seven-storey (over basement) office building linked to the rear of the dispensary building at ground and first floor levels. In compliance with the European Energy Performance of Buildings Directive, the new building has been designed to achieve nZEB (nearly Zero Energy Buildings) standard with a very high energy performance. The application of the OPW's Green Procurement Policy will further enhance the sustainability aspect of the project.

**Tom Johnson House** – This project involves a deep retrofit of a five-storey over basement building with a plant room on the roof. The completed project will be an exemplar, energy efficient state office and Headquarters Building for the lead Irish Government Department on the environment – the Department of the Environment, Climate and Communications (DECC).



Leeson Lane

**Block J, Garda HQ** – This project relates to the full refurbishment of an existing building in Garda HQ to house a specialist unit of An Garda Síochána.

**Government Data Centre, Backweston Campus** – This project will provide critical, government infrastructure. The construction contract was placed in Q4 2022.

**Fit-out at Clyde House** – This fit-out project relates to the provision of accommodation for two National Specialist Garda Bureaus who were previously accommodated in the Harcourt Square complex.

Projects at design, planning and development stage progressed during 2022 expected to be on site in 2023

**Fit-out of Distillers Building Dublin 7** – The project will provide fit-for-purpose accommodation for Government offices and agencies, including Tailte Éireann.

**52 St Stephen's Green Phase 2** – Deep retrofit of the 1970s block and Georgian block will facilitate a consolidation of Department of Justice staffing across 51 and 52 St. Stephen's Green, a key element of that department's organisational transformation programme.

**Portlaoise Garda Division HQ** – Refurbishment of the existing station including an extension to it and the construction of a new three-storey over basement building on the site west of the existing garda station.

**Archival Repository Project, National Archives Ireland, Bishop Street, Dublin 8.** The project involves developing the existing single floor warehouse, to increase its storage capacity and provide climate control and fire protection to house state archives for the foreseeable future.

**Portlaoise Defence Forces Building** – This project will facilitate the relocation of staff from the Portlaoise Garda Station site to the new identified site closer to the Midlands Prison.

**PPP - Family Law Complex at Hammond Lane/Church Street** – The design of the Family Law Complex developed by OPW was signed off by the Court Service in 2022 and planning permission is expected to be submitted in 2023.

**Met Éireann Radar Replacement, Shannon** – Detailed design completed.

**7 Merrion Square, Dublin 2 Refurbishment** – Construction works commenced.

**Department of Social Protection (DSP) Fermoy & Mallow, Co Cork** – Construction progressed.

**Department of Social Protection (DSP), Enniscorthy, Co Wexford** – Construction completed.

**59 Dawson Street, Dublin 2** – Façade Repairs – Construction works progressed.

**Coast Guard Station Westport, Co Mayo** – Tender documents complete.

**Coast Guard Station, Valentia Co Kerry** – Mast Replacement complete.

**Coast Guard Station Bunmahon, Co Waterford** – Construction stage started.

**Donnybrook Garda Station, Dublin** – Water tank replacement structure complete.

## ESTATE MANAGEMENT – HERITAGE SERVICES

The OPW promotes leading conservation practices for Heritage Properties and National Monuments to protect this rich historic fabric in a sustainable manner for future generations to enjoy. This is in addition to our ongoing presentation of our national heritage to visitors, our focus on biodiversity, tourism investment across the heritage estate as well as delivery of a €500m capital investment programme for the National Cultural Institutions. Work undertaken during 2022 included essential fabric stabilisation works to historic buildings on the Military Road Site in Dublin 8 and essential fabric repair and maintenance works to the roof of the Pathology Building and former Medical Library at the National Concert Hall site.

### National Historic Properties – Works Progressed During 2022

#### Annes Grove

Annes Grove is a 190-acre estate with 30 acres of renowned historic gardens near Castletownroche, Co Cork, the oldest part of which was originally laid out in the eighteenth century. After five years of sensitive restoration, the OPW was delighted to officially open the gardens in 2022.

#### Blasket Island Centre

The Blasket Island Centre reopened in June 2022 after an investment of €2.9 million from Fáilte Ireland, the OPW and the Department of Housing, Local Government and Heritage (DHLGH). The centre is a stunning piece of architecture now home to a new exhibition that tells the story of the Blasket Islands in an imaginative multi-media experience.

#### Céide Fields

The enhanced visitor experience at Céide Fields, Co Mayo, a unique and extensive Neolithic archaeological site was officially launched in May. Improved interpretation including a state-of-the-art audio-visual exhibition tells the archaeological story of the site and its discovery.

#### Brú na Bóinne/Newgrange

A new visitor experience opened at Knowth, Co Meath, part of the UNESCO World Heritage Property of Brú na Bóinne, in March 2022. The enhanced experience includes improved interpretation to tell the history of the 50-year archaeological excavation of the site, the significance of the site's Megalithic art and its global importance.



Céide Fields Visitor Centre interior

### Dublin Castle

Dublin Castle launched its Strategic Framework Plan in 2022 setting out how the property's ongoing conservation and preservation, both as an exemplar of Ireland's built heritage and an ongoing important site for Government business, will be achieved. Dublin Castle continued to host a significant number of events and exhibitions and delivered an inventive programme of activities. Remedial works to the Chapel Royal were also progressed in 2022.

### Four Courts

2022 saw the culmination of numerous work programmes at the Four Courts under the supervision of OPW Conservation Architects. Extensive stone repairs and structural work has been carried out over the past few years including immediate and urgent repair requirements to the dome and drum. Preparatory works for upcoming conservation work to the iconic dome and Portland stone capitals was also undertaken during the year.

### Casino Marino

Following internal and external refurbishment, stone repairs and health and safety works, architectural masterpiece Casino Marino reopened to the public after several years in 2022.



Dublin Castle Masterplan launch

## National Monuments – Works Progressed During 2022

### Scattery Island

The repair and rebuilding of existing Cottages on "The Street" in order to conserve the buildings was completed during 2022. The boat service to provide transport to Scattery Island was tendered and a company appointed.

### Portumna Castle and Gardens

Works carried out on the windows in the east and west gables of the Castle, included making, fitting and sealing bronze windows to the monument. Conservation works, including electrical rewiring are ongoing. The café concession was tendered and a company appointed to continue to provide an enhanced visitor experience at the site.

### Rock of Cashel

Essential maintenance was carried out to enhance the appearance of the site for the Royal visit of Prince Charles in April 2022. In collaboration with Tipperary County Council and Fáilte Ireland a company was appointed to carry out an analysis of various sites around the Rock of Cashel to identify an appropriate site for a visitor experience centre in Cashel. The appointed company finalised their report in August 2022.

### Botanic Gardens Glasnevin

Preliminary design for the Aquatic House Complex project progressed in 2022.

### Cultural Institutions Programme

The Capital Investment Programme for Cultural Institutions under the NDP is around €0.5bn and the OPW will assume the role of contracting authority and project co-ordinator for almost all of the large-scale capital projects involved.

2022 saw the OPW finish Phase 2 of the redevelopment of the National Library project which laid the groundwork for the continuing development of the West Wing as a fully accessible visitor space. Progress also continued at the Natural History Museum, allowing for the eventual replacement of the century-old roof and universal access to the upper floors.



Minister O'Donovan with Lorraine Egan of Cahir Castle

Planning applications for the Crawford Art Gallery, Cork, were finalised in late 2022, which will progress the ambitious redevelopment project that includes 1,919m<sup>2</sup> of additional space and 3,641m<sup>2</sup> of refurbished and reconfigured space.

The Public Spending Code Preliminary Business Case for the redevelopment of the National Concert Hall Complex was finalised in 2022 which allows this project to proceed with the preparation of a planning permission application.

### Events held at OPW Sites during 2022

A wide range of events took place during 2022 at the organisation's historic properties and national monuments, as follows:

- **Rock of Cashel:** HRH the then Prince of Wales, Charles and The Duchess of Cornwall, Camilla visited The Rock of Cashel and Cahir Castle in March 2022 when the history of the site was relayed by the OPW Guide service.
- **Cahir Castle:** Cahir Castle was announced as winner of the European Film Commissions Network (EUFNCN) Location Award. Nominated by Screen Ireland as the location for *The Green Knight*, Cahir Castle won by public support against four other shortlisted European film locations. The announcement was made at the prestigious Berlin Film Festival. The Netflix Production of *Vikings - Valhalla* Season 3 was filmed at the Castle in June 2022. This provided an economic boost to the town, with over 150 people involved staying locally for several days.
- **Clonmacnoise:** French-German TV-ARTE filmed a documentary series on the four compass directions of Ireland that included Clonmacnoise.
- **Newgrange:** For 2022, the decision was made to once again welcome visitors to Brú na Bóinne for the solstice and to return to an in-person experience through the traditional lottery draw.

## ESTATE MANAGEMENT – PROPERTY MAINTENANCE SERVICES

The OPW provides a shared service for statutory maintenance contracts and building fabric maintenance in over 2,200 properties. The OPW is mandated to carry out property maintenance works under DPENDPDR Circular 1 of 2013. In 2022, a total of €27.41 million was spent on the provision of maintenance in buildings occupied by Government Departments/Offices and certain State Agencies. Building fabric property maintenance works amounted to €11.4 million and M&E maintenance amounted to €16.01 million. Maintenance services to the value of €3.47 million were provided to 19 clients who were not covered by DPENDPDR Circular 1 of 2013.

Property Maintenance Services also delivered building fabric works in excess of €66.46 million. Various conservation works were also undertaken at the Leinster House Complex, Dublin Castle, Áras An Uachtaráin, Iveagh House and the Custom House. OPW Building Maintenance Services directly completed a planned schedule of maintenance works and smaller projects, as varied as the installation of art pieces and preparations for State visits, as well as emergency repairs at some of Ireland's most iconic and historic locations.

### Minor Capital Works

In 2022, Property Maintenance Services delivered minor building fabric, capital works, which amounted to €25.32 million. These minor capital works included fabric upgrades, fit-outs, fire safety upgrades and other building safety works, security works involving Government offices, Garda properties and National Cultural Institutions.

### OPW Client-Funded Elective Works

Work to the value of €23.62 million was carried out by Property Maintenance Services for OPW's clients, comprising Government Departments, Offices and certain State Agencies.

### **New circular to replace DPERNDPDR Circular 1 of 2013**

DPERNDPDR Circular 1 of 2013 outlines procedures to be followed by the OPW, Government Departments, Offices and certain State Agencies regarding the maintenance of State property assets. The OPW has reviewed this circular in consultation with key stakeholders to streamline processes and procedures, clearly define roles and responsibilities in buildings for the OPW and its clients, and provide clarity on funding arrangements for works and services delivered by the OPW. During 2022, the organisation worked closely with the Department of Public Expenditure NDP Delivery & Reform and other stakeholders to develop a draft new circular with a view to publication in 2023.

### **Procurement Frameworks**

Property Maintenance has implemented several frameworks to ensure procurement compliance and speedy delivery of services. These include a Dublin Fit-Out Framework, Architectural Framework and Integrated Services Project Delivery (ISPD) Framework.

The OPW also implemented a 'Multiparty Framework for Building Maintenance Services and General Building Works in the Dublin Region'. This framework commenced on May 3 2022 and will be in place for two years with the option of extending it for an additional two years. Two contracts were awarded under this framework for the Dublin North and Dublin South Regions respectively.

### **Customer Service Maintenance Helpdesk**

The Mechanical & Electrical (M&E) Section leads and manages the OPW's central Maintenance Helpdesk. The Helpdesk provides a shared service for M&E maintenance and general building maintenance in over 2,000 properties nationwide. This service is available to our clients 24 hours a day, seven days per week.

During 2022, the OPW Helpdesk received 26,150 client requests via email and 22,077 phone calls. These requests ranged from emergency to routine maintenance requests and covered items such as repairs and replacement of lifts, lighting, including emergency lighting, fire safety systems and electrical sockets. The 6,500 Planned Preventative Maintenance (PPM) contracts in place across the 2,000 properties ensure that all M&E building services routine maintenance requirements and statutory obligations are met. Requests managed during 2022 covered:



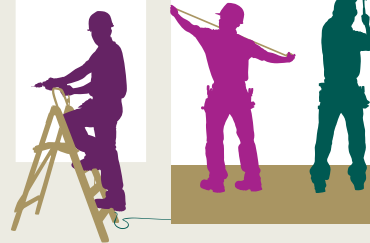
The Blasket Centre

## €23m in expenditure



**48,000**

requests logged  
(including 7,000 Fabric requests)



**6,500**

maintenance  
contracts in place

## €1.5m elective requests

**25** ↓↑

lifts  
replaced

**20** ↻

plant room  
refurbishments

**20** ↓↑

F-gas project  
replacements

lead pipework  
replaced in

**15** sites

Electrical periodic  
testing and repair in

**130** buildings



## Client Services Initiatives Progressed During 2022

The M&E Section continued to provide expert advice during 2022 on a wide range of building related and other issues, including professional services for Public Private Partnerships, Design Build delivery mechanisms and Facilities Management contracts.



### Reduce Your Use campaign

### Energy Conservation

The Energy Conservation Unit (ECU) in M&E helped deliver significant savings in public body energy consumption through its large-scale staff awareness campaign - Optimising Power @ Work.

The Central Government Programme saw annual savings of approximately 28% in over 270 central government buildings (annual budget approx. €1.2 million). The Public Sector Programme saw annual savings of approximately 8% in public sector building including hospitals, universities etc. (annual budget approx. €1.1 million).

In 2022, OPW entered a MOU with SEAI to secure additional funding of €30M for a *Building Retrofit Pathfinder Programme*. The ECU and OPW Property Maintenance are working to deliver the Pathfinder programme from 2022 to 2024. The overall ambition of the programme is to build a scalable model for use in the central government estate portfolio. In 2022 Ennis Government Offices was identified as the first project to be completed under this model.

The ECU also worked with SEAI and DECC to deliver the Public Sector Reduce Your Use Campaign across the civil service and wider public sector to provide for the workplace and home.

### Supporting Excellence Advisory Service (SEAS) & Capital Delivery

The Supporting Excellence Advisory Service was established within the Office of the State/Principal Architect in 2022 to provide a service to Government and State Agencies for building and property needs including the care of Heritage buildings owned and occupied by the State.

There will be a delivery function within this unit that will track and record lessons learned over the course of projects and these will be captured and disseminated to assist others in their delivery of projects that are part of the National Development Plan (NDP).

### Annual Accommodation Officers' Network Conference

The OPW hosted the annual Accommodation Officers' Network Conference in the Print Works, Dublin Castle, in September 2022. The theme of the conference was '*Working with you to deliver sustainable property solutions*'.

## FLOOD RISK MANAGEMENT

The OPW has responsibility for leading and coordinating a whole of Government approach to the implementation of the national flood policy. This involves the identification of flood risk and the development of a planned programme of feasible flood relief works combined with a greater emphasis on non-structural flood risk management measures.

Building on the OPW *Flood Risk Management Plans (FRMPs)*, launched in 2018, the OPW has published a *Climate Change Sectoral Adaptation Plan for Flood Risk Management 2019-2024*, in line with the requirements of the National Adaptation Framework and the Climate Action Plan.

### Environmental Management

The OPW was delighted to receive the 2022 Environmental Award in MEETA Asset Management from Engineers Ireland. This award was for the environmental management of the arterial drainage maintenance service, as described by Engineers Ireland, for 'Best practice in Environmental Control as applied to Maintenance and Asset Management: Projects which demonstrate fresh thinking in Environmental Management that helps to overcome challenges, and to promote optimal decision-making, innovative design and the best use of resources'.

The OPW continued to carry out environmental assessments in the delivery of FRM programmes including Strategic Environmental Assessments, Environmental Impact Assessments, Appropriate Assessments and Ecological Assessments.



Bandon Flood Relief Scheme

### Flood Relief Projects

In 2022, two major flood relief construction projects were substantially completed in Ashbourne, Co Meath and in Douglas, Co Cork. Collectively, these schemes provide protection to 270 properties. Capital investment in flooding projects associated with FRM measures and programmes was €54.6m for 2022. Some €2.7 million was provided by the OPW to Local Authorities under the Minor Flood Mitigation Works and Coastal Protection Scheme.

## OPW Arterial Drainage Maintenance Programme

In 2022, 2,049km of OPW arterial drainage channels were maintained and 214km of OPW embankments were maintained or refurbished. Overall, arterial drainage schemes are providing benefit to more than 242,800 hectares of agricultural land and providing a level of protection from flooding to urban areas, critical infrastructure and more than 20,000 properties.

## Shannon Flood Risk State Agency Coordination Working Group

During 2022, the Group:

- Published its annual Work Programme of activities planned by each member organisation, that contribute in some way to managing flood risk along the River Shannon;
- Progressed work to identify options to manage sediment in the Lower Shannon;
- Continued with a pilot project in respect of lowering the lake levels on Lough Allen on a temporary basis; and.
- Progressed work on a strategic maintenance programme for the River Shannon, including an evaluation of sites from Lough Allen to Lough Derg to determine any maintenance requirements.

## Interdepartmental Flood Policy Coordination Group

The OPW continued to chair meetings of the Interdepartmental Flood Policy Co-ordination Group during 2022.

The Group was established to recommend to Government appropriate policies and measures that would reduce the impact of flood risk on individuals and communities and policies that can help them to be prepared and respond effectively in the event of a flood.

## Inter-departmental Group on Coastal Change

The Government established an Interdepartmental Group on Coastal Change Management Strategy to scope out an approach for the development of a national co-ordinated and integrated strategy to manage the projected impact of coastal change to our coastal communities.

The Interdepartmental Group, which is jointly chaired by the OPW and DHLGH, progressed its work during 2022 with a view to presenting a report to Government for consideration during 2023.

## National Flood Forecasting and Warning Service

During 2022, the OPW chaired the steering group to support the establishment of the new service to be provided by Met Éireann including the transfer of the operation of the Tidal Storm and Surge Forecasting model. OPW also completed a review of high quality gauges for use in flood estimation and flood forecasting.

## National Emergency Coordination Group (NECG)

As a member of the National Emergency Co-ordination Group (NECG), the OPW contributed to the Government's response to the cold weather event during December 2022. The OPW also issued one high tide advisory notice in respect of high sea level forecasts to Local Authorities and other relevant stakeholders during 2022.

## New Environmental Public Consultation Process established

A new public consultation process was established to facilitate increased public engagement on OPW decisions pertaining to environmental assessments, known as 'Appropriate Assessments', required by the EU Habitats Directive.



Croatian delegation  
hosted by OPW

### International Collaboration

An OPW delegation, led by the Minister of State, visited a number of locations in the Netherlands, Germany and Belgium in October 2022 to see their flood defences and learn about the response to the severe flooding which occurred in July, 2021.

The OPW hosted a visit by 22 delegates from the water management and nature conservation authorities in Croatia. Croatia is developing a river maintenance handbook and is using the OPW's 'Environmental Guidance: Drainage Maintenance & Construction' as a template.

### The EU 'Floods' Directive

A comprehensive review of the national Preliminary Flood Risk Assessment commenced in 2022, with a view to completion in 2024 as required by the Directive.

### Water Level Monitoring

The OPW added 10 new water level stations and three rain gauges to its national water level monitoring network of 477 water level stations and 73 rain gauges. This infrastructure supports the implementation of flood relief schemes associated with national FRM objectives. The OPW also continued to provide operational support, maintenance and implement continual improvements (including updated technology) to the relevant Local Authorities (Cork, Cork City, and Tipperary) on the respective scheme flood forecasting systems.

### Coastal Flooding and Erosion

The OPW provides a research and advisory service on managing risks arising from coastal flooding and erosion.

Key services provided in 2022 include:

- Coastal monitoring surveys in a number of areas at risk of coastal erosion;
- Baseline coastal surveys of the south to west coast (Cork Harbour to Galway Bay) and of the north Louth coastline (Carlingford Lough) which capture high resolution LiDAR point cloud data and provide high resolution (0.25m) elevation models;
- Support to Local Authorities in their response to coastal erosion and coastal change risks; and
- The completion of a study to assess suitable methods for Coastal Erosion Hazard Mapping.

## Climate Resilience Research Project

During 2022, the OPW progressed a climate resilience research project in collaboration with Inland Fisheries Ireland. This project continues to build a nationally important dataset and an understanding of water temperature and low flow changes due to climate change, through a large scientific monitoring network across specific catchments in the State.

## Flood Estimation Methodologies for Ireland Programme

The OPW progressed the Flood Estimation Methodologies for Ireland (FEMI) Programme in 2022. The aim of this programme is to develop new and improved flood estimation methodologies that will be critical for the accurate and efficient design of flood relief schemes. The main focus of the FEMI Programme in 2022 was to finalise the selection of the most suitable gauged locations for use in the research, and research into new approaches for use in flood frequency analysis. This work also looked at the flood seasonality at gauged locations in Ireland.

## New National Guidance on Barriers to Fish Passage

The OPW published national guidance titled 'Design Guidance for Fish Passage on Small Barriers' which was developed in collaboration with Inland Fisheries Ireland and DHLGH. The new guidance captures the knowledge and understanding of national and international specialists in this field.

## ESTATE PLANNING

### Climate Action Plan (CAP)

The OPW is committed to the achieving targets as set out in the Climate Action Plan 2021 (CAP21). During 2022, the OPW continued to assess the performance of the accommodation portfolio in alignment with the long term accommodation needs of our clients. The OPW has previously identified a number of underperforming buildings and has developed and implemented plans for a range of interventions that will provide modern, energy efficient, buildings that are designed to the highest standards while meeting the operational requirements of government. Examples of such projects progressed during 2022 are highlighted earlier in this report.

### Public Sector Climate Action Mandate

In line with the requirements of the Public Sector Climate Action Mandate, OPW established a 'Green Team' and appointed a Climate and Sustainability Champion, Commissioner Robert Mooney, Head of Planning and Climate Action. In order to avoid confusion with previous green initiatives within the OPW the functions of the Green Team are being undertaken by senior managers, as members of the newly established Climate Action Coordination Group (CACG).

To coordinate and support the work of the Climate Champion and the CACG, a Climate Action Unit has also been established.



The Furniture Division of the OPW is a specialised unit within the OPW's Property Maintenance section that places a strong emphasis on ensuring value for money and sustainability in its procurement practices.

## Designing Sustainable Buildings

A key driver for reducing carbon emissions in the portfolio is the design of new buildings, deep refurbishment of existing buildings and the maintenance of the properties in the portfolio. The M&E Section plays a key role with regard to sustainability in the OPW, providing consultancy services for projects with regard to optimising each building's energy and environmental performance.

In the case of the new Public Sector Data Centre (a main contractor was appointed during 2022 for this project) it is designed to use free renewable energy for 95% of the year to cool the 3.6 megawatts of electrical load serving the data hall.

Deep retrofit projects commenced in 2022 that will significantly improve energy efficiency, with a commensurate reduction in the Estate's carbon footprint, include the Ennis and Navan Government Offices projects and the Cnoc an Ein National School project. Retrofit projects completed in 2022 included Balbriggan Passport Office and Kanturk National School. A cross section of staff from various sections were nominated onto working groups which are aligned with the five pillars of the strategy:

During 2022 a series of independent biodiversity audits were commissioned at ten of the OPW's most high profile historic properties and gardens. The audits, conducted by JBA Consulting, will be finalised and presented in 2023.

## Biodiversity

Biodiversity plays a key role in the continuing ability of nature to provide ecosystems, necessary for human well-being such as clean water and air. The OPW is one of a number of Government bodies working to support the delivery of Ireland's National Biodiversity Action Plan. The OPW has launched its own Biodiversity Action Strategy 2022-2026 to improve biodiversity across its entire operation. The strategy identifies 48 specific actions across five themes that the OPW will undertake to embed biodiversity into all areas of its working brief over the next five years.



## Lease, Build or Buy

The issue of the relative cost of “lease, build or buy” was examined as part of a spending review carried out between OPW and the Irish Government Economic Evaluation Unit (IGEES), (a unit of DPENDPDR). The review was published in August 2022.

A comprehensive model to compare the long-term cost of leasing office accommodation to the alternatives of a new build or the purchase of an office building was developed as part of the expenditure review. The model developed to underpin the review is now being applied to options appraisals undertaken in the organisation to facilitate decision-making on proposed capital investments in the Estate.

## PROPERTY MANAGEMENT

### Property Disposal Programme

During 2022, the OPW continued to assess its property portfolio for buildings or sites that were surplus to its requirements.

In 2022, a total of 25 property disposal/transfer transactions took place, resulting in income in excess of €8.6 million.

The OPW assists other State organisations by holding and managing vacant stock and enabled them to consider/assess viability of this stock in 2022 for a number of purposes including development as housing stock and emergency accommodation for Ukrainians.

OPW assisted in repurposing a number of former Garda stations by An Garda Síochána as specialist units, e.g. Whitehall Garda Station which is now the Office of the State Pathologist.



New Balbriggan Passport Office

### Feasibility Study – Little Ship Street/Osmond House

At the request of Property Management, the Architectural section of the Estate Planning Unit (EPU) provided an Options Appraisal for Osmond House which is due to be vacated by its current occupants, the Chief State Solicitor’s Office by 2024. It examined a broad range of options ranging from demolishing and rebuilding to deep retrofit and extension.

### Department of Social Protection (DSP) – Dublin Central Portfolio Review

The Architectural section of the EPU provided a high level appraisal of DSP’s seven buildings in Dublin Central. The project sought to understand the impact that blended working may have on their portfolio, in addition to providing options for the decant of staff from their HQ at Áras Mhic Dhiarmada, which requires a full deep retrofit refurbishment in the near future.

The review presented proposals for optimisation and reallocation of space due to blended working patterns. DSP can now plan for decant of staff from their HQ within their current portfolio, and will not require new space for this purpose.

### Office of Public Works – Dublin Portfolio Review of Data

OPW’s EPU were tasked with producing an appraisal of OPW’s office and buildings in the portfolio, initially within the greater Dublin region. The study sought to gather existing data on each building ranging from occupancy, space utilisation, capacity, energy efficiency, and high-level building condition together in a digital dashboard. The key metrics highlighted were provided to OPW Property Management and Corporate Services ensuring that the organisation has a sound evidence base for future planning, including the implementation of the OPW’s 2030 Climate Action Roadmap and Building Stock Plan. This project is in progress and will conclude in 2023.

## ART MANAGEMENT OFFICE

Throughout 2022, the Art Management Office (AMO) continued ongoing management and maintenance of the State Art Collection, including provision of advice to clients, installation of art loans, organising movement of art between locations, and conservation of artworks.

The All Creatures Great and Small exhibition finished its tour in three venues in Q1 2022 including the OPW headquarters in Trim from January; in March it moved to 2 Royal Avenue; Belfast, and in April it was in Bangor Library, Co Down.

The Person, Presence, Perception exhibition – the current iteration of an annual cross border partnership - visited three venues in 2022; Burnavon Arts & Cultural Centre, Co Tyrone; Dunamais Arts Centre, Co Laois and Kilmallock Library in Co Limerick.

The AMO organised a third exhibition which continued into early 2022. Double Estate, held in St. Enda's, Rathfarnham, included a selection of 55 works from the OPW State Art Collection across print, painting, photography and sculpture.

2022 also saw the team commence audit surveys of the 42 Irish embassies across the world which hold around 600 artworks from the State Collection. This has involved liaising with the Department of Foreign Affairs and individual points of contact in each embassy.

During 2022, the AMO also contributed staff resources to the development, and roll out of a new collection management system, Axiell Collection Management. The system is now operational and will lead to efficiencies in managing and documenting cultural assets managed by the OPW. The team also undertook a Collection Digitisation pilot project in 2022 for the wider Collection Digitisation Project, which will enhance the Axiell database development project by providing high resolution imagery to go with the object records.

It will also provide an improved audit function, centralised access for researchers (internal and external) and will lead to the development of online public access in future phases.

The AMO worked in partnership with colleagues on development of the collection management system – Estate Management Systems, Heritage Services, Furniture Division and ICT. This project was nominated for the Civil Service Excellence and Innovation Awards 2021.

The AMO team continued to engage with the three phased Art & Heritage Collection System project to develop an enterprise-class centralised software platform for all of the OPW's cultural heritage assets.



Cllr Francis Foley and Minister O'Donovan

The AMO also commenced a project in 2022 to digitally scan 1500 transparencies of artworks in the State Art Collection. The project will continue into Q1 2023, resulting in high resolution images being linked to object records on the Axiell database which can be made available to researchers and the public on request.

The move from 52 St Stephen's Green offices resulted in a redundant state of the art moveable art racking system being left in place in the Art Store there. A project was therefore undertaken in 2022, for reasons of economy and sustainability, to remove this racking system from St Stephen's Green and have it repurposed and re-installed in the Art Store in the Mount Shannon Road depot (MSR). This project involved the movement and tracking of almost 1000 artworks from the MSR Art Store to facilitate the installation of the moveable racking.





Refurbished Clock Tower at  
DPP's office.

## 4.2 People and Processes

A wide range of initiatives under the 'People and Processes' theme of the OPW's Statement of Strategy were progressed during 2022.

### Property Maintenance Review

Within the context of Action 20 of the Civil Service Renewal Plan, a review of capacity and capability in Property Maintenance Services was completed during 2022. The OPW Management Board approved the 'Report on the Property Maintenance Structure, Capacity and Capability Review' with implementation to commence in early 2023.

### Site Management Software

During 2022, the Intermediate Projects team has researched, tested and trialled the use of site management software – Arctech Pro – that has greatly improved efficiencies in conducting and documenting site inspections, as well as being an effective tool to assist in documenting Building Control (Amendment) Regulations (BCAR) compliance.

### M&E Engineering Intern and Graduate Programmes

In 2022, the M&E section commenced a new Undergraduate Summer Internship (2nd and 3rd Year Engineering students) and a Graduate Training programme (three-year work placement in M&E). This has proved an excellent way to attract and develop top engineering talent in what is a highly competitive labour market for Graduate Engineers. Internships were provided to three students and two graduates were enlisted on to the three-year programme. It is intended to expand both programmes in 2023.

### Heritage Services Initiatives

During 2022, OPW worked with The Alzheimer Society of Ireland and members of DCU to progress the AIDA Erasmus project. This is an EU project looking at ways of assisting people living with dementia to engage with heritage sites. This project will produce a report on findings in 2023 which will be presented mainly to other cultural and heritage institutions with a view to increasing awareness in this area.



OPW staff engaging with the public at the National Ploughing Championships 2022

## Training for Guide Staff in 2022

A number of training courses were delivered to our guide staff including: Dementia Awareness, Azure training (delivery of art tours for people with dementia), JAM (just a minute) card awareness training. The JAM Card allows people with learning difficulties, autism and communication barriers to ask for Just A Minute of patience in customer service situations. Training was also provided in collaboration with Fáilte Ireland to some sites by Gaiety Training. This training was in the area of Presentation and Story Telling skills.

## ICT Permissions System Development

Ongoing collaboration with ICT Projects and Events Staff continued during 2022 on the development and implementation of the new event/permissions tracking database, which will streamline the tracking and reporting of permissions and events received. This system will be used as a model for other Customer Relations Management System in development.



JAM Social slide

## CORPORATE SERVICES

The role of OPW's Corporate Services is to provide efficient and effective support to allow the wider organisation to deliver on our strategic business goals. Corporate Services allows the divisions within OPW to respond and adapt to changing internal and external challenges. The Corporate Services division, which comprises: ICT; Communications/Press Office; HRM; Policy, Innovation & Reform; Financial Services; Government Publications; and Governance & Risk Unit progressed a number of initiatives under the "People and Processes" theme of the Statement of Strategy to better equip the OPW's corporate support infrastructure to meet strategic challenges.

### Communications Unit

The OPW's Communications Office including the press office managed internal and external communications through a number of campaigns in 2022 to highlight events and activities of interest to the public or to demonstrate delivery of public services. The Press Office facilitated media relations and handled a high volume of public and political enquiries (See infographic, page 12 and 13). The unit's work aims to support all sections of the OPW reach new audiences to inform, educate and engage about the work they carry out on behalf of the public. Examples include:

#### **National Ploughing Championships – Build a Better Future**

The OPW focused on recruitment and the diversity of roles on offer during its three days at the Ploughing Championships in September. It had staff representatives from all sections of the OPW engaging with the public, responding to queries and providing helpful information. As well as the successful on-site presence, and with the support of many staff the Communications Office led the most successful digital campaign of the year, promoting the range of job opportunities within the OPW.

#### **Biodiversity Week**

Celebrating and enhancing biodiversity across the OPW was a core piece of the work of 2022 as the OPW launched its Biodiversity Strategy 2022-2026. This was supported by a programme of public activities in May engaging young and old in events where the expert knowledge of staff was on full display. A series of videos was made by the unit with the help of gardeners and guides highlighting key biodiversity issues and initiatives in the OPW portfolio.

**Guide To Historic Film Locations**

‘Heritage Ireland on Screen: A Guide to Filming at Ireland’s Historic Locations’ was launched. This practical guide for filmmakers wishing to film in Ireland showcases the beauty of our cultural heritage and the pride we take in sharing these rare and cherished places with the wider world.

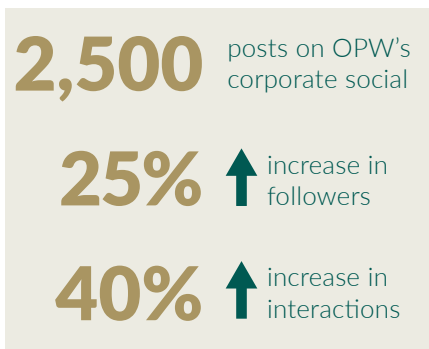
**Honey Festival**

In September the OPW hosted the 6th Annual Honey Show at Phoenix Park – a three-day family friendly event to educate visitors on biodiversity and bee-friendly gardening. Tours, lectures, and family activities took place throughout the weekend and the Communications Office supported the promotion of the campaign to highlight the importance of bees to our food supply.

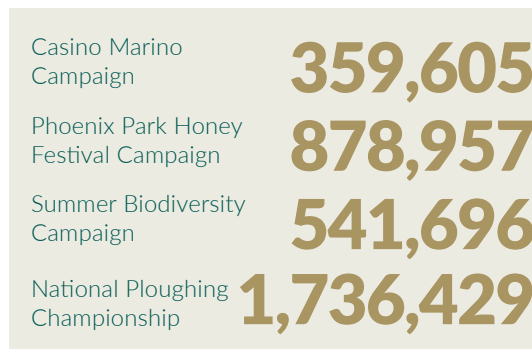
**Internal Communications**

- 43 issues of staff newsletter ‘Obair’ were produced. These ensured that key project updates, staff awards, recognition of work, and organisational developments were shared with staff in a timely and regular fashion.
- Working in tandem with the ICT unit, a library of content was developed for staff information screens located in the lobbies of head office in Trim and the OPW’s Office in 1 GQ Dublin.
- Communications support was given for the Reduce Your Use campaign, highlighting best practice methods for managing energy costs and supporting conscious energy consumption habits both at home and at work.
- Cross-unit support for publishing information posts on the internal server system ‘Swift’.

Social Media



2022 Campaigns



**Learning and Development Initiatives**

The Learning and Development (L&D Unit supports the development of staff by providing learning and continuous development opportunities through the provision of tailored learning and development supports.

During 2022:

- a bespoke programme provided appropriate levels of training and development to staff involved in all aspects of procurement activities based on a progressive modular approach to skills acquisition, from basic level through to advanced;
- the new recruit induction programme was further enhanced with a new Staff handbook, and the establishment of new starter communities; these are bespoke individual orientation plans that provide a more personalised introduction to OPW;

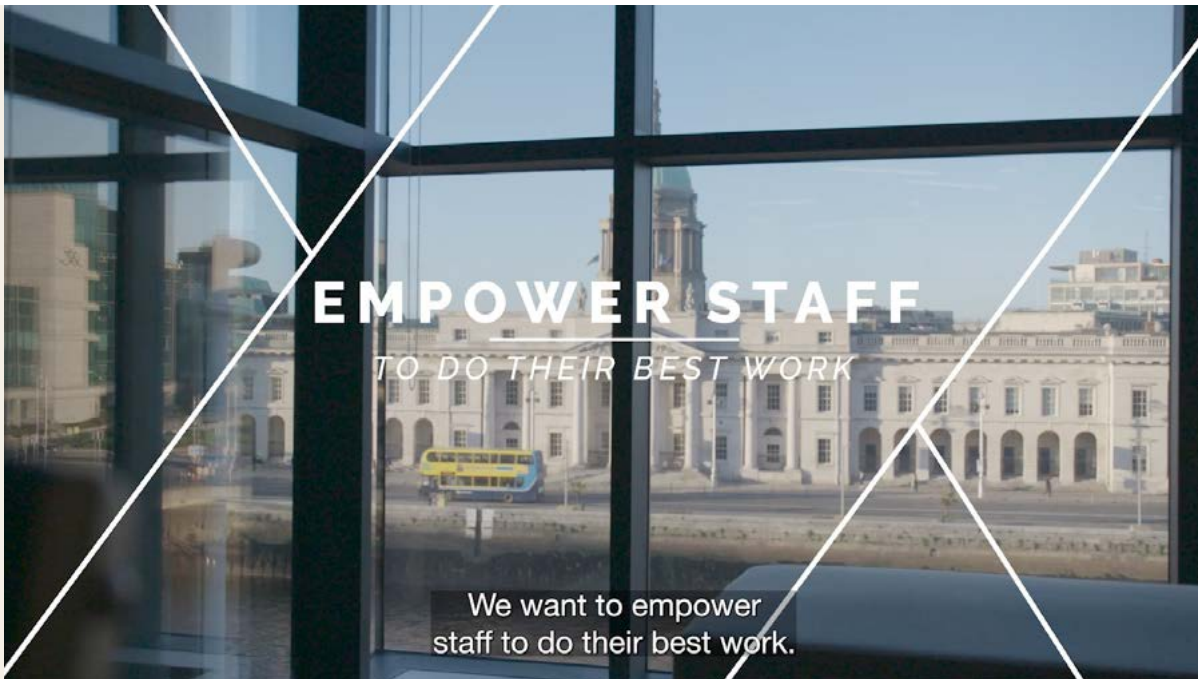
- A successful pilot of the OPW Professional Diploma in Project Management was completed and a further Level 9 course completed with 40 colleagues now qualified;
- The Learning and Development (L&D) Unit in collaboration with colleagues in Heritage Services commenced work on scoping Climate action training requirements across OPW in response to the Government's Climate Action Plan (CAP). The unit commenced the development of a suite of resources to make available to all staff of the OPW involving a tiered approach with the level of training provided related to the role of staff members;
- The L&D team also participates in the Biodiversity working group, to contribute to developing a tiered programme of biodiversity training for all staff.

### Strategic Workforce Planning

Strategic Workforce Planning is in place to meet the capability and capacity requirements of the office with a significant increase in the volume of competitions carried out in 2022.

A dedicated Apprenticeship Unit has been established to support the Governments' ambition in this important area. Staff retention remains a challenging factor in the current economic climate.

A Blended Working Policy was successfully implemented during 2022, which saw a significant portion of our workforce availing of a blended pattern of attendance for work between home and on-site offices.



A still from the video called 'Empower staff to do their best work'

### ICT INITIATIVES

During 2022, a pilot of Internet of Things (IoT) sensors was undertaken at 1GQ and the Red House, Collins Barracks to measure occupancy levels and various sustainability and environmental metrics. This was a successful proof of concept and a public procurement exercise will be undertaken in 2023 for a broader range of sensors for the OPW property portfolio.

Phase 1 of the new self-service HR System, PeopleXD, for operational staff was rolled out during 2022. This initiative provides a digital platform for operational staff and their managers to access and manage their personal details and various work activities. A concurrent roll out of smart devices also commenced to ensure staff can take advantage of the new application.

Further deployment and refinement of Robotic Process Automation (RPA) was undertaken in the Accounts Branch to automate repetitive manual tasks. This will greatly improve the efficiency of a number of key processes including the payment of invoices.

Visitor wi-fi and network upgrades were undertaken at various OPW sites.

### Irish Language

Compliance with our Official Irish Language Scheme continued to be monitored during 2022. New provisions under the Official Languages (Amendment) Act 2021 came into force in 2022 in relation to advertising requirements, along with other matters relating to the Act. These were promoted to staff by Office Notices and staff attended information sessions facilitated by the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media and Oifig An Choimisinéara Teanga.

### Innovation

The OPW held a number of in-house events during Public Service Innovation week in 2022 which took place from the 24th to 28th October. These included webinars and coffee mornings showcasing the work of the OPW's Innovation sub-groups. In addition the Office hosted our annual OPW Excellence and Innovation Awards, which shortlist projects to go forward to the wider Civil Service Excellence & Innovation awards.

### Integrated Workplace Management System

IBM TRIRIGA, is now the single source of truth for OPW's property portfolio and related maintenance activity data, including maintenance-related interactions with each client Department and contractors.

In June 2022 TRIRIGA's 'Real Estate and Lease Management' functionality went live with the migration of OPW's property portfolio, lease records, and maintenance activities from our legacy systems to TRIRIGA. Over the remainder of 2022, the Property Management team successfully paid 1,500 rent and service charge batch payment lines with a total value of €68.93M via TRIRIGA's direct integration to the Integra financial system.

In 2022, OPW's M&E Maintenance Helpdesk used TRIRIGA in the recording and processing of:

- 34,000 reactive maintenance helpdesk work tasks with a total value of €1.28M;
- 18,600 planned maintenance work tasks generated from 6,350 job plans, with a total value of €19.32M;

## CORPORATE GOVERNANCE STANDARDS

The OPW Governance Framework has been prepared in line with the principles and requirements set out in the Corporate Governance Standard for the Civil Service.

### The Ethics in Public Office Acts, 1995 and 2001

In accordance with the Code of Practice for the Governance of State Bodies, board members and designated staff register their interests in other undertakings in an annual declaration under this Act.

### Protected Disclosures Act 2022

In accordance with Section 28(1) of the Act, the OPW has its own policy in place with regard to the making of protected disclosures by staff who are, or were employed by OPW, and for dealing with such disclosures.

In 2022, the OPW received one Protected Disclosure that was subsequently withdrawn by the discloser on the basis that it was not deemed a Protected Disclosure under the Protected Disclosures Act. A protected disclosure from 2021 that remained under investigation was subsequently closed in 2022.

### Conflicts of Interest and Lobbying

The OPW has established procedures to monitor and manage potential conflicts of interest of Management Board members and staff. Under the Regulation of Lobbying Act 2015 the OPW has published a list of its designated public officials as required by Section 6(4) of that Act.

### Information Management

A Data Protection Officer is in place and data protection requirements are made known to staff through training and communications, in response to queries and through information videos, policies and other documents on the OPW intranet.

## MANAGEMENT BOARD AND OTHER GOVERNANCE STRUCTURES

### Commissioners of Public Works

The Board of Commissioners consists of three Commissioners, one of which is the Chairman. Due to the retirement of two of the Commissioners, a serving Management Board member was appointed to the role during 2022 on a temporary basis for a fixed term pending the development of a revised process for nominating OPW Management Board members to serve in the Commissioner role.

### Management Board (MB)

The MB consists of the Chairman and the Head of Flood Risk Management, Head of Corporate Services, Head of Heritage Services and Capital Works, Head of Estate Management, Head of Planning and Climate Adaptation and the State Architect.



Ionad An Bhlascoid  
Basket Centre

## AUDIT, ASSURANCES AND COMPLIANCE ARRANGEMENTS

### Internal Audit

The OPW has a designated Internal Audit Unit which provides independent, objective assurance to the Accounting Officer with the aim of adding value to and improving OPW operations.

### External Audit

The Office of the Comptroller and Auditor General audit the appropriation account for Vote 13 Office of Public Works, under section 3 of the Comptroller and Auditor General (Amendment) Act 1993.

### Shared Services

The Accounting Officer for shared services has provided a letter of assurance on the internal control and audit arrangements and reports on the audits of the operation of controls during 2022.

### Statement of Internal Control

The Accounting Officer's Statement on Internal Control published in the Annual Appropriation Account, describes the internal control environment in operation in the OPW. The Head of Financial Services, Management Board members and Senior Managers are responsible for ensuring that adequate financial systems and controls are in place to provide reasonable assurance to the Accounting Officer on such matters.

### Public Spending Code (PSC) Compliance

Under the PSC the OPW is required to ensure public funds are treated with care and that best value for money is obtained. An annual Quality Assurance Report is undertaken by the Office to assess compliance with the Public Spending Code.

### Risk and Control Framework

Risk management is an integral part of the OPW's Corporate Governance Framework and is critical in the achievement of strategic outcomes. In 2022, the OPW significantly enhanced the capability of its electronic risk management system.

### Health and Safety

The OPW is committed to ensuring the safety and wellbeing of its employees by maintaining a safe place of work and by complying with the Safety, Health and Welfare at Work Act 2005 and with relevant codes of practice and guidelines where appropriate.

### Better Public Services

The OPW continues to review how we deliver our services to ensure that they are in line with the Government commitment to ensure 'inclusive, high quality and integrated public service provision that meets the needs and improves the lives of the people of Ireland'.

### Climate Action

In 2022 the Climate Action Coordination Group (CACG) was established to provide a forum to discuss and coordinate climate action measures across the OPW, including feeding into the Climate Action Roadmap and reporting on progress. Chaired by the Climate and Sustainability Champion, it consists of senior managers from across the organisation. The CACG is supported by a number of sub-groups covering the main business areas.

In compliance with Circular 01/2020, payment was made by the OPW to the Climate Action Fund to offset carbon emissions generated by air travel.



## Procurement Oversight

The Office ensures that procedures are in place to ensure compliance with all relevant procurement guidelines. In 2022, the Governance and Risk Unit (GRU) published the OPW's first Corporate Procurement Plan (2022 to 2024). The GRU continued to assist and support the Offices' staff in complying with European and National procurement rules, monitor procurement compliance and performance throughout the Office and engage with the Office of Government Procurement (OGP) to deliver effective procurement and use of frameworks.

## Public Sector Equality and Human Rights Duty

The Public Sector Equality and Human Rights Duty (the Public Sector Duty) is set out in Section 42 of the Irish Human Rights and Equality Commission Act 2014. It is a statutory obligation and places a positive duty on public bodies to have regard for the need to eliminate discrimination, promote equality and protect human rights in their daily work.

To address this and to ensure that it informs all relevant roles in our Office, the OPW Statement of Strategy includes, under our Values section, a commitment to: "Respect: we are considerate in our behaviour towards people. The OPW advocates FREDIE: Fairness, respect, equality, diversity, inclusion and engagement."

Complaints are monitored to identify any emerging issues that might require strategic action and public reporting on the part of the OPW in order to continue fulfilling its Section 42 public sector duty of care. Having regard to its functions and purpose, and in the absence of any emerging issues related to human rights, inequality or discrimination, the OPW does not believe it had any specific issues requiring strategic action and associated annual reporting in 2022.



**OPW**