



# Annual Report 2009



## **The Mission Statement of the Office of Public Works**

The mission of the Office of Public Works is to deliver, in support of Government policies, high quality customer services in property, flood risk management, general procurement and heritage services in the most sustainable, efficient, and economic way possible.



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## Foreword by Minister

I am delighted to present to you my second Annual Report since my appointment, in May of 2008, as Minister of State at the Department of Finance with special responsibility for the Office of Public Works.

2009 was a significant year for the office as our new Headquarters opened for business in Trim, County Meath, part of the Government's decentralisation programme. I travel to my new office in Trim as often as my Dáil business allows and I have been hugely impressed with the facilities. I wish all OPW staff, both longstanding and newly arrived, every success in this landmark, modern, new building.

2009 continued to present challenges to the office due to the downturn in the country's economic circumstances. OPW's financial allocation was again reduced but I am pleased to say that the office continued to provide a quality service across all of our Business Units.

Severe flooding again hit the country in November of this year with areas in Cork, Galway and the midlands worst affected. OPW is continuing its programme of flood protection and alleviation works in towns such as Clonmel, Mallow and Ennis. The flood risk management area remains a top priority for this office and it is heartening to hear that the schemes being constructed are having a positive and beneficial effect in some of the towns previously worst affected by flooding. Additionally, a catchment flood risk assessment and management study has commenced for the River Lee in Cork and, in 2009, a new programme of funding for minor flood works and studies was initiated by OPW.

I am pleased that, despite the financial constraints, the majority of OPW's many prestigious heritage sites and visitor facilities remained open to the public during 2009. Tourism will form a vital component of this country's return to financial stability and OPW managed sites continue to offer visitors, from both home and abroad, excellent value for money.

I would like to thank Seán Benton, who retired as Chairman of the Office of Public Works this year and to wish him well in his future career. I would like to congratulate Clare McGrath on succeeding him and, in so doing, becoming the first lady Chairman of the OPW in its 178 year history. My best wishes also go to all other staff who retired from duty this year.

I attended many exhibitions and launches throughout the year and visited OPW sites and projects throughout the country. I am continually impressed by the quality of the work and the pride taken by staff in carrying out their duties. I would like to take this opportunity to thank you all for your diligence and commitment to the office and to wish you continued success in the future.

**Dr. Martin Mansergh, T.D.**  
*Minister of State*

January 2010



## Foreword by Chairman

I am delighted to present the 2009 Annual Report to the Minister of State at the Department of Finance with special responsibility for the Office of Public Works, Dr. Martin Mansergh T.D.

This is my first Annual Report since my appointment as Chairman of the Office of Public Works in September of this year. It is an honour and a privilege for me to serve as Chairman of the OPW and I look forward to the challenges and to the opportunities that lie ahead. I would like to place on record my appreciation to my predecessor, Seán Benton and to wish him well in his retirement.

It is a time of considerable change for the OPW. After over 175 years based in Dublin, our new headquarters opened for business in Trim, County Meath this year. The new OPW HQ is one of a number of new offices opening for business around the country as part of the Government's decentralisation process. The decentralisation process continued to be a major component of the work carried out throughout the year.

The country has been badly hit by both summer and winter flooding over the last two years and OPW, as the State's lead agency for flood risk management has made significant progress on a number of flood relief schemes. Additionally, the Minister of State launched a new Minor Flood Works funding initiative. The office's Flood Risk Management section worked closely with the Department of the Environment, Heritage and Local Government throughout the year and published a Statutory Planning System and Flood Risk Management Guidelines. I have no doubt that these guidelines will be of considerable benefit to both Local Authorities and to members of the public in general.

During the course of the year, the National Procurement Service was created in the office. Tasked with making savings across the public procurement spectrum, the Service will establish the overall value of all procurement by Departments and Agencies, seek percentage reductions from existing contracts, ensure best practice and meet with all relevant stakeholders and seek to obtain maximum buy-in from all the relevant sectors.

The OPW can justifiably feel proud of the high quality service that it provides to its clients across all of our Business Units. None of us are under any illusions that the challenges we currently face and will continue to face in the coming years are considerable but, with the continued commitment and dedication of our staff, I am confident that we will continue to evolve successfully as an organisation and to maintain our reputation for excellence in service delivery.

**Clare McGrath**  
*Chairman*  
*Office of Public Works*

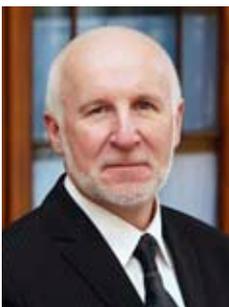
January 2010



## Management Advisory Committee



**Clare McGrath**  
*Chairman*



**John McMahon**  
*Commissioner*



**John Sydenham**  
*Commissioner*



**Pat Cooney**  
*Director of Architectural  
Services and State Architect*



**Tony Smyth**  
*Director of  
Engineering Services*



**Vincent Campbell**  
*Director of the National  
Procurement Service*

## Annual Report



Countess of Southampton by Sir Anthony Van Dyck from the State Art Collection

## Strategic Review

Key Objective	Performance Indicator	Progress in 2009	Comment
<p>1. To devise and deliver on Annual Work Programmes which are in line with Government policies and priorities and which respond to customers' requirements in a timely and sustainable manner, providing value for money.</p>	<p>Achievement of Work Targets identified in Annual Work Programmes.</p> <p>Achievement of budgetary/value for money targets identified in Annual Output Statements.</p>	<p>The Management Advisory Committee was broadly satisfied that the agreed Work Programme for 2009 was delivered efficiently and effectively in line with targets set at the beginning of the year.</p> <p>Gross Expenditure on the OPW Vote in 2009 was over €478m representing a spend of over 99% of the available Vote allocation. Capital funding of €20.279m was ring-fenced for carry forward as a Deferred Surrender to the 2010 OPW Vote.</p> <p>The target for income in 2009 was exceeded by 16% – with total Appropriations in Aid reaching over €31.447m.</p> <p>In addition to the OPW Vote, expenditure incurred on projects on behalf of other Government Departments on an agency basis during the year exceeded €116m.</p>	
<p>2. To deliver successfully on the property and accommodation requirements of the Government's Decentralisation programme.</p>	<p>Minister, Government and Decentralisation Implementation Group (DIG) advised of pertinent issues relating to OPW operations affecting the Decentralisation programme.</p> <p>Property acquired as determined in consultation with the DIG and the Central Decentralisation Unit of the Department of Finance (CDU).</p> <p>Accommodation procured as determined in consultation with the DIG, the CDU and client Departments and Agencies.</p> <p>Interim/Advance Offices in place, where agreed in consultation with the DIG, the CDU and client Departments and Agencies.</p>	<p>The Decentralisation Programme was delivered in line with targets set by the Decentralisation Implementation Group. Regular reports were provided to management on the implementation of the programme.</p> <p>Expenditure on the provision of accommodation for the Decentralisation Programme was €46.093m. This included locations where fit-out of leased premises was the preferred solution. There are now 25 leases in place for the Decentralisation Programme.</p>	

Key Objective	Performance Indicator	Progress in 2009	Comment
2. (continued)		<p>Construction was completed and buildings occupied as follows:</p> <ul style="list-style-type: none"> <li>■ Department of Social Protection in Buncrana</li> <li>■ Department of Agriculture, Fisheries and Food and BIM in Clonakilty</li> <li>■ Office of Public Works, Trim</li> </ul> <p>Leases were completed and buildings occupied as follows:</p> <ul style="list-style-type: none"> <li>■ Health Information &amp; Quality Authority, Cork</li> <li>■ Department of Agriculture, Fisheries &amp; Food, Portlaoise</li> <li>■ Equality Authority, Roscrea, Co. Tipperary</li> <li>■ Department of Foreign Affairs, Limerick</li> <li>■ Department of Enterprise, Trade &amp; Innovation (storage space), Carlow</li> </ul> <p>Fitouts were completed for:</p> <ul style="list-style-type: none"> <li>■ Office of the Inspector of Prisons, Nenagh, Co. Tipperary</li> <li>■ Department of Agriculture, Fisheries and Food (storage facility), Portlaoise, Co. Laois</li> </ul> <p>Construction was continuing on the following:</p> <ul style="list-style-type: none"> <li>■ Department of the Environment, Heritage and Local Government in Wexford</li> <li>■ Department of Defence in Newbridge, Co. Kildare</li> <li>■ Property Registration Authority, Roscommon</li> </ul> <p>Tenders were invited and a preferred tenderer selected for the Immigration and Naturalisation Service of the Department of Justice, Equality and Law Reform in Tipperary Town.</p> <p>The following projects were deferred by Government decision in December 2009 pending a review in 2011:</p> <ul style="list-style-type: none"> <li>■ Department of Community, Equality &amp; Gaeltacht Affairs, Charlestown, Co. Mayo</li> <li>■ Office of Public Works, Claremorris</li> <li>■ Defence Forces' Headquarters, the Curragh, Co. Kildare</li> <li>■ Department of Education and Skills, Mullingar, Co. Westmeath</li> <li>■ Department of Enterprise, Trade &amp; Innovation, Carlow</li> <li>■ Department of Social Protection, Drogheda, Co. Louth</li> </ul>	

Key Objective	Performance Indicator	Progress in 2009	Comment
<p>3. To deliver successfully on the decentralisation of the OPW.</p>	<p>Advance Office in place in Claremorris in line with approved business case.</p> <p>Advance Office in place in Trim in line with approved business case.</p> <p>Headquarters moved to Trim as determined in consultation with the DIG and the CDU.</p> <p>Regional Office established in Claremorris as determined in consultation with the Decentralisation Implementation Group (DIG) and the Central Decentralisation Unit of the Department of Finance (CDU).</p>	<p>Regular reports were made to Management throughout 2009 on progress and organisational issues relating to Decentralisation.</p> <p>By the end of the year 228 of the Central Applications Facility (CAF) places for Trim had been assigned and 186 of those had taken up duty in the Office of Public Works.</p> <p>Work was completed on the OPW Headquarters building in Trim by quarter three 2009. Staff were moved to the building on a phased basis commencing on 30 September 2009. The first group of staff to move in were those who had been stationed in the advance office in Scurlockstown, Trim. By the end of 2009 the Headquarters building was occupied by 214 staff from Personnel &amp; Development Services, Property Management Services, Property Maintenance Services, Project Management Services, Architectural Services, Valuation Services, National Procurement Service, Engineering Services, Health &amp; Safety Unit, Decentralisation Unit, the Minister's Office and the Chairman's Office.</p> <p>An advance office was established in Claremorris involving some 31 staff dealing from GSA Publications, Project Management Services and Visitor Services. This has been operating from Lakeside Business Park since September 2007.</p>	<p><i>The moves to Claremorris and Kanturk were deferred in line with a Government decision in October 2008 to defer further work on implementation of some elements of the decentralisation programme pending a review in 2011.</i></p>

Key Objective	Performance Indicator	Progress in 2009	Comment
4. To advise the Government in relation to policy development and legislative requirements for flood risk management and to develop, coordinate and implement programmes and measures to reduce the national level of flood risk to people, businesses, infrastructure and the environment.	Identification of national level of flood risk.	First stage of work on the National Preliminary Flood Risk Assessment is completed with refinements underway to finalise the Assessment and to begin stakeholder consultation mid-2010.	<p><i>The flood event of November 2009 affected a wide area of the country – the west and southwest in particular.</i></p> <p><i>OPW regional and hydrometric staff were mobilised to support the emergency efforts of the Local Authorities. They also gathered detailed information and flood data to inform design of future mitigation measures.</i></p> <p><i>Demands for flood relief works to mitigate impacts of a similar event in the future continue and will impact the 2010 work programme.</i></p>
	Development of detailed programmes and measures to reduce the risk to people, businesses, infrastructure and the environment.	<p>With pilot CFRAM studies nearing completion, the procurement of services to undertake the National CFRAM Programme has begun.</p> <p>Under the Flood Studies Update (FSU) Programme seven research studies were completed during 2009 and by year-end all of the research contracts required for the FSU Programme were substantially completed. The focal area of the Programme in 2009 was on the planning and specification required for the publication and dissemination of the FSU outputs.</p>	
	Development of a strategy for implementation of the EU Directive on the assessment and management of flood risks.	<p>Management structures for the implementation of the Floods Directive have been implemented.</p> <p>Draft Flood Risk Management Plan (CFRMP) for the Lee was substantially completed during 2009 and is to go for public consultation at the beginning of 2010.</p>	

Key Objective	Performance Indicator	Progress in 2009	Comment
4. (continued)	Transposition of the EU Floods Directive into national legislation.	Transposition of the Floods Directive was completed in November 2009 and submitted to the Department of Finance for approval.	
	Deliver on flood risk management work programmes and projects (structural and non-structural flood relief measures).	<p>An independent report on the State's hydrometric data acquisition infrastructure, containing recommendations for improvements, was completed in 2008. The focus in 2009 was on strengthening and formalising working relationships with the key stakeholders involved in flood-related data collection in Ireland.</p> <p>In 2008 the OPW and the Department of Environment, Heritage and Local Government collaborated on the formulation of Guidance and Protocol documents in the area of flood emergency management. These documents remained in consultation stage on the Major Emergency Management website for all of 2009.</p> <p>Meetings were held with the Marine Institute to determine the actions, relevant to the Flood Risk Management area, required to develop the Irish National Tide Gauge Network.</p>	
	Development of guidance on consideration of flood risk in planning and development management.	<p>Final Guidelines on the Planning System and Flood Risk Management were published in November 2009.</p> <p>The Flood Hazard Mapping website was maintained during 2009 and was updated with information on floods that occurred during the period.</p>	
	Development of criteria and processes for the prioritisation of expenditure and the designation of high flood risk watercourses.	<p>Process and criteria for prioritisation developed and tested through pilot CFRAM Studies. CFRAM studies are being carried out to meet the EU deadline of 2016.</p> <p>Minor Flood Mitigation Programme was implemented affording Local Authorities the opportunity to apply for funding for minor flood mitigation works or studies, subject to satisfying eligibility criteria.</p>	

Key Objective	Performance Indicator	Progress in 2009	Comment
4. (continued)	Ongoing maintenance of existing drainage and flood relief schemes.	<p>The programmed Arterial Drainage works for 2009 were substantially completed. Some non-programmed works were undertaken on request.</p> <p>The following major Flood Relief schemes were progressed to substantial completion:</p> <ul style="list-style-type: none"> <li>■ Mallow North (providing for 100 year flood protection for c. 160 properties);</li> <li>■ Clonmel West (providing for 100 year flood protection for c. 550 properties);</li> <li>■ Ennis Upper (providing protection for c. 550 properties); and</li> <li>■ River Dodder (providing 200 year tidal flood event protection for c. 350 properties and 100 year tidal flood event protection for a further 100 properties)</li> </ul> <p>Construction work commenced on major flood relief schemes at Fermoy North and Mornington, Co. Louth.</p> <p>Tender processes for major Flood Relief schemes at Mallow South and West were initiated.</p> <p>Public Exhibitions of the major Flood Relief schemes for Templemore and Enniscorthy were completed.</p> <p>Detailed design of major Flood Relief schemes for Clonmel North &amp; East and Ennis Lower were completed.</p> <p>Detailed design of the major Flood Relief scheme for Fermoy South commenced.</p>	

Key Objective	Performance Indicator	Progress in 2009	Comment
5. To manage the OPW's property portfolio effectively, ensuring that its potential is maximised and that it is used efficiently in terms of value for money, sustainability, space and energy consumption.		OPW continued to manage its property portfolio mindful of maximising its potential and of providing value for money, while encompassing the principles of sustainability in terms of space and energy consumption.	
	Government infrastructure programme progressing in line with the NDP.	<p>Work was completed on the following projects:</p> <ul style="list-style-type: none"> <li>■ Social Welfare Local Office in Kings Inn Street, Dublin 1</li> <li>■ Department of Social Protection, Buncrana, Co. Donegal</li> <li>■ Probation &amp; Welfare Office, Blanchardstown, Dublin 15</li> <li>■ Department of Education, Sligo</li> <li>■ District Veterinary Offices, Drumshanbo, Co. Leitrim</li> <li>■ Institute of Sport, Abbotstown, Co. Dublin</li> </ul> <p>Work continued or commenced on the following projects:</p> <ul style="list-style-type: none"> <li>■ Ratra House, Phoenix Park</li> <li>■ Department of Transport, Leeson Lane, Dublin 2</li> <li>■ Property Registration Authority, Church Street, Dublin 7 development – Archaeological investigation.</li> </ul> <p>A large number of minor works were completed in 2009 including:</p> <ul style="list-style-type: none"> <li>■ Civil Service Creche, Cork City</li> <li>■ OPW, Mallow</li> <li>■ Revenue Commissioners, O'Connell St., Dublin 1</li> <li>■ Social Welfare Local Office, Belmullet, Co. Mayo</li> <li>■ Irish Film Classification Office, Smithfield, Dublin 7</li> <li>■ Painting of Government Buildings, Merrion Street, Dublin 2</li> <li>■ Roof replacement Social Welfare Local Office, Cork</li> <li>■ Roofworks on Legal Aid Board, Cahirciveen, Co. Kerry</li> </ul>	

Key Objective	Performance Indicator	Progress in 2009	Comment
5. (continued)	Universal access works progressing in line with the NDP.	<p>Accessibility upgrading works continued to be integrated into refurbishment projects during 2009. Universal Access Work was carried out at the following locations:</p> <ul style="list-style-type: none"> <li>■ Leinster House</li> <li>■ Royal Hospital Kilmainham, Dublin 8</li> <li>■ Visitor Centre, Céide Fields, Co. Mayo</li> <li>■ Tea Rooms, Emo Court, Co. Laois</li> <li>■ Peach House, Áras an Uachtaráin</li> <li>■ Michael Davitt House, Castlebar, Co. Mayo</li> <li>■ Kings Inn House, Dublin 1</li> <li>■ Department of Transport, Leeson Lane, Dublin 2</li> </ul> <p>The OPW continued to carry out accessibility audits on a number of public buildings and provided advice to clients on accessibility matters.</p> <p>New Sites were acquired at Finglas, Dublin 11 and Letterkenny, Co. Donegal.</p>	
	OPW's input to Garda sub-programme progressing in line with the NDP.	<p>Construction of the following Stations was completed:</p> <ul style="list-style-type: none"> <li>■ Finglas Garda Station, Dublin 11</li> <li>■ Buncrana Garda Station, Co. Donegal</li> <li>■ Ballymote Garda Station, Co. Sligo</li> </ul> <p>Temporary accommodation was provided and planning proceeded for permanent accommodation for Blarney Garda Station, Cork. Refurbishment was ongoing at Garda HQ, Phoenix Park, Divisional HQ in Kilkenny, Wexford Garda Station, Henry Street Garda Station Limerick and Castlebar Garda Station, Co. Mayo.</p> <p>Prioritised minor work projects and maintenance work was carried out on an agreed programme basis nationwide including Ballyshannon Co. Donegal, Blanchardstown Dublin 15, Craughwell, Co. Galway, Delvin, Co. Westmeath and Baltinglass Garda Station, Co. Wicklow (roof replacement).</p>	

Key Objective	Performance Indicator	Progress in 2009	Comment
5. (continued)	OPW's input to Culture and Heritage programme progressing in line with the NDP.	<p>Miscellaneous improvement works were carried out during 2009 at the:</p> <ul style="list-style-type: none"> <li>■ National Gallery</li> <li>■ Natural History Museum</li> <li>■ Turner Range of Peach Houses, Áras an Uachtaráin</li> <li>■ National Concert Hall</li> <li>■ Irish Museum of Modern Art</li> <li>■ National Archives</li> </ul> <p>Work carried out under grant schemes included:</p> <ul style="list-style-type: none"> <li>■ African Savannah, Dublin Zoo</li> <li>■ Glasnevin Cemetery.</li> </ul> <p>An ongoing programme for development and enhancement of various National Historic Properties was put in place.</p> <p>Construction commenced on the Irish Pavilion at Expo 2010 in Shanghai, China. Design work on the exhibition for the Pavilion also progressed during the year.</p>	
6. To manage the State's Heritage property portfolio in a manner that conserves and protects while maximising and improving public access, presenting the sites to best advantage and ensuring that visitor enjoyment and education experiences are enhanced.	Deliver guide services at 70 sites nationwide.	<p>Guide services were provided at OPW's Visitor Services Sites in a strategically planned manner during 2009. To give effect to efficiencies in expenditure, the number of sites where guide services were made available in 2009 was 64. The total number of visitors to OPW National Historic Property sites during 2009 was almost 3,343,000. This figure would not include visitors to sites where numbers of visitors are not counted such as the Phoenix Park and St Stephen's Green.</p>	
	Manage the recruitment and selection of staff to provide guide services.	Recruitment and selection of staff to provide guide services during the tourist season of 2009 was undertaken. The strategy for the provision of guide services during 2010 was devised.	
	Manage the workforce for guide services including the provision of HR services, health & safety, pay etc.	Management of the Guide Service workforce was carried out successfully during 2009.	

Key Objective	Performance Indicator	Progress in 2009	Comment
6. (continued)	Protect site fabric from deterioration and damage by a continuing programme of planned maintenance, adopting best architectural and conservation principles.	<p>Works were ongoing and/or completed:</p> <ul style="list-style-type: none"> <li>■ Remedial Drainage, Farmleigh, Phoenix Park</li> <li>■ Traffic calming in the Phoenix Park</li> <li>■ Restoration of chandeliers, Castletown House, Kildare</li> <li>■ Restoration of the farm yard and buildings at Castletown House</li> <li>■ Introduction of self-guide system at Kilkenny Castle</li> <li>■ Up-grading of pond area at Kilkenny Castle</li> <li>■ Restoration of the Teak House at the National Botanic Gardens</li> <li>■ Restoration of walled garden at the site of the Battle of the Boyne.</li> </ul>	
	Provision of a range of information/interpretative leaflets at sites in English, in Irish and in continental European and world languages.	Leaflets are updated on a phased basis. As booklets come up for republication they are provided in Irish if not already available and in other languages as appropriate.	
	Provision of improved access to sites where possible, taking into account the historic nature of the locations.	<p>A one-day training course entitled Heritage Services Disability Equality Training was designed and delivered for 25 Heritage Site managers and guides.</p> <p>Works to improve access for all were undertaken at various sites and are ongoing at a number of sites including the Houses of the Oireachtas.</p>	

Key Objective	Performance Indicator	Progress in 2009	Comment
7. To optimise value in the procurement of services, works and supplies in a sustainable manner and in line with Government policies.	<p>Participate in Review Group on Public Service Procurement Services.</p> <p>Expand range of services procured including green procurement.</p> <p>Expand customer base for procurement of services.</p> <p>Streamline procurement processes while ensuring compliance with national and international regulations.</p> <p>Benchmark procurement against national and international best practice.</p>	<p>The OPW actively participated on the Review Group on Public Service Procurement Services. During 2009 the National Procurement Service (NPS) was established as a Business Unit within the OPW.</p> <p>Since the NPS was established in 2009 it has supported Government Departments in making savings in the order of €27 million across the public sector. These savings have accrued to the Departments making the savings.</p> <p>The Service researched the public procurement spend in 2008 with a view to completing a spend profile for the public service. Specific markets were identified that are appropriate for an aggregated or collaborative approach to market intervention by the NPS. Further analysis of the 2009 spend is now being undertaken.</p> <p>The NPS has taken over some of the functions of the NPPPU in the Department of Finance, particularly in relation to eProcurement. It has engaged with the market and entered into a new competition to procure an improved electronic tender management facility.</p> <p>The NPS has continued to deliver the services which were delivered formerly by the Government Supplies Agency.</p> <p>The Service has been actively engaged in a review of competition documentation and general conditions of contract, with support from the Office of the Chief State Solicitor (CSSO) and the Office of the Attorney General, to streamline all tender, competition and contract documents used across the various parts of the public sector. The Unit has disseminated information from the CSSO to key purchasing officers regarding the new Remedies Directive.</p> <p>The NPS has been engaged with a number of public service organisations in providing guidance and support in procurement related matters. It has also engaged with and established, where necessary, sectoral procurement networks.</p>	

Key Objective	Performance Indicator	Progress in 2009	Comment
7. (continued)	Embed the new forms of Fixed Price Contracts for major projects carried out by OPW.	<p>An overarching draft strategy has been developed and ISO accreditation for the NPS has been maintained.</p> <p>The NPS engaged with a number of public service organisations in providing guidance and support on a wide range of procurement-related matters. It was also engaged with supplier representative and interest groups.</p> <p>The ISO Procedures for all construction and related professional services have been revised to fully comply with the provisions contained within the Capital Works Management Framework (CWMF). These procedures are continually reviewed to ensure that they comply with CWMF as it is updated.</p>	
8. To support the effective, efficient and sustainable delivery of the OPW's work programme through the development and implementation of ICT and Data Management aligned to the OPW's operational and strategic goals and objectives.	<p>Implement Data Management Strategy in line with targets outlined in that Strategy.</p> <p>Implement strategy to support OPW's deliverables within the context of eGovernment.</p> <p>Complete the re-presentation of the OPW family of websites.</p>	<p>OPW continued to employ ICT in support of its day to day business, to improve the provision of information to customer, clients and the public and to assist with data management, financial reporting and eGovernment initiatives with the aim of achieving greater efficiency and effectiveness throughout the Office as a whole.</p> <p>In 2009 the main focus of the IT Unit was designing, testing and deploying the infrastructure to facilitate the decentralisation of OPW to its new HQ in Trim. The new HQ building, which is completely open-plan, allowed for the deployment of technologies such as wireless networks, video-conferencing and IP Telephony. As part of the project the existing OPW ICT architecture was completely re-designed with the introduction of Storage Area Networks and the virtualisation of servers. The combination of those technologies will provide a framework for a more flexible form of working where OPW staff will, in effect, have the technology to carry out their work remotely. The new ICT architecture will create, in time, the foundation for a disaster recovery facility.</p> <p>The creation of a Voice over IP link between Dublin and Trim HQ and other local Offices has allowed the OPW to avail of free phone calls between sites and this should, in time, reduce overall telephony costs.</p> <p>A managed printing solution was deployed in Trim HQ to reduce the quantity of printers on the ground and to provide management with detailed reporting on usage.</p>	

Key Objective	Performance Indicator	Progress in 2009	Comment
8. (continued)		<p>The NPS took over some of the functions of the Department of Finance, particularly in relation to the management of the eProcurement website eTenders. It engaged with the market during 2009 by initiating a competition to procure a new and improved electronic tender management facility.</p> <p>A substantial project was in train during 2009 to improve the quality and effectiveness of the OPW Main Website and several other sites that it has responsibility for including (heritageireland.ie and flooding.ie etc.). As part of this project, management arrangements are now in place to ensure robust systems for verifying content relevance, accuracy and timeliness. The PR Unit continues to have responsibility for managing content on all OPW Heritage websites while the relevant divisions manage other websites. The need for the introduction of a web team within OPW to provide a more co-ordinated and strategic approach to all the OPW websites is being reviewed.</p>	
9. To maximise communication with, input from and development of people within the OPW by the implementation and further development of HR Strategy and the development and promotion of the Partnership model.	<p>Implement HRM Strategy 2007 to 2008.</p> <p>Develop HRM Strategy 2009-2011.</p> <p>Agree and Implement Annual Work Programmes for Partnership Committee.</p> <p>Review membership of Partnership Committees.</p> <p>Expand operations of the Partnership Committee and its Regional Committees.</p>	<p>Following the review of the Performance Management and Development System (PMDS) in OPW in 2008, an invigorated PMDS system was introduced. One of the main results of the review was that revised, more user-friendly PMDS Role Profile and Review forms were introduced. Individual staff members may choose to use either the old or revised forms. Nominations were received for re-forming the PMDS Working Group. The objective of the Working Group is to align the operation of the PMDS system with the requirements and likely demands faced by OPW. The aim of the group is to identify the options to management for the improvement of the staff development aspects of the PMDS system.</p> <p>The OPW Peoplesoft system continues to be utilised to assist with HR planning and management. Significant data capture was required to set up the system. This data capture exercise continued in 2009.</p> <p>The Partnership Structures continued to be very active. The OPW Partnership Committee met on eight occasions to implement and review elements of the Annual Work Programme which was agreed at the first meeting of the year. The various Working Groups of Partnership and the Southern Regional Partnership Committee also met to pursue those elements of the Work Programme relevant to their areas of interest.</p>	

Key Objective	Performance Indicator	Progress in 2009	Comment
9. (continued)		<p>A Charter for the Development of Partnership in OPW was compiled following extensive consultation and inputs from Partnership Committees and Working Groups. The Charter sets out the Objectives, the Structures/ Relationships and the Communication methods for sustaining and expanding Partnership in the OPW. The Charter also covers other areas such as Membership, Agenda format and Work Programmes for Partnership. A Training for Partnership programme was designed for members of the Central and Regional Committees and Working Groups. A Trainer/Facilitator was appointed to assist in developing the skill sets of the membership to encourage equal participation in the progression of Partnership objectives.</p> <p>An electronic Travel &amp; Subsistence system was rolled out to all OPW staff during 2008. This system was further enhanced during 2009 by the inclusion of electronic fund transfer whereby payments to staff are now made directly to their bank accounts.</p> <p>Following the establishment of an Electronic Clocking and Time Attendance Working Group of Partnership in late 2008 a new time and attendance system was implemented for staff, in OPW H.Q., already on the flexi system. The system allows staff to record their attendance on-line and facilitates the devolution of activities such as approval of leave by line-managers in accordance with the HR Strategy. The system also enables the Office to demonstrate its compliance with the terms of the Organisation of Working Time Act 1997. The system will be extended to staff in OPW's Dublin offices during 2010.</p> <p>Quality Customer Service initiatives continued to be implemented in the Office. Preliminary work commenced, through the Partnership Committee, on the preparation of a revised Customer Charter and Customer Service Action Plan.</p> <p>Following agreement at Partnership, a health screening programme was made available to all staff. Over 1,200 staff throughout OPW availed of the screening.</p> <p>In line with OPW's sustainability objectives the Cycle to Work Scheme introduced by the Department of Finance in the Budget for 2009 was promoted. OPW also participated in European Mobility Week (EMW) which ran from 16 to 22 September 2009. Several initiatives for EMW were agreed at Partnership and promoted throughout OPW.</p>	

Key Objective	Performance Indicator	Progress in 2009	Comment
10. To develop a new corporate structure which ensures better integration and communication thereby improving on service delivery.	Expansion, extension and development of delivery model, operating for Department of Justice and its Agencies, to the provision of integrated property/project responses for other client bodies.	<p>Progress on the Government's Decentralisation Programme is overseen by a cross Business Unit Team made up of Architectural Services, Project Management Services and Property Management Services.</p> <p>A de facto migration to cross-streaming has occurred on a number of significant construction projects. A collegiate approach between technical and administrative grades is adopted with regular cross-stream meetings being held to make decisions on both technical and administrative issues.</p> <p>The delivery of the flood policy includes a significant element of cross streaming where administrative and professional/technical team members assume different leadership roles on different projects as appropriate and agreed.</p> <p>Architectural Services continued the process of re-structuring that commenced towards the end of 2008. This process anticipated the changes necessitated by Decentralisation with the objective of adapting to short to medium term dual location to achieve optimum service delivery.</p>	
11. To fully integrate the principles of sustainable development into the design, construction and procurement services and day-to-day activities of the OPW.	<p>Publication of the OPW's Sustainability Strategy.</p> <p>Reduction of energy consumption and greenhouse gas emissions at OPW Properties and on projects for clients.</p> <p>Reduction and avoidance of the generation of waste through life cycle thinking and improved reuse and recycling both in-house and on projects for clients.</p> <p>Procure products in a sustainable manner.</p> <p>Reduction of risks to health and the environment from OPW activities.</p> <p>OPW staff have a good understanding of sustainability, OPW's sustainability priorities and how these relate to the way they work.</p>	<p>OPW's Sustainability Strategy was published on the Intranet during 2009.</p> <p>Actions relating to sustainability have been included in the Business Plans of Business Units within the OPW.</p> <p>Continuous review and revision is carried out on the OPW output specification for low energy sustainable buildings.</p> <p>The National Procurement Service has introduced, as a standard operating procedure, a review of Government environmental/sustainability policy, for each market in which it operates, prior to market intervention.</p> <p>The national frameworks for electricity and natural gas will support Government policy objectives. They will meet the national international targets for generation of electricity from renewable sources and reduced carbon emissions.</p> <p>The national frameworks for Managed Print Services will facilitate reducing the quantity of printers and copiers required leading to reduced energy usage.</p> <p>The contract for the Garda Fleet will be awarded on the basis of whole of life cost, giving fuel efficient vehicles a competitive advantage.</p> <p>The national framework for stationery and office supplies contains a comprehensive range of environmental friendly and recycled products.</p>	

Annual Report



Criminal Courts Complex, Parkgate Street, Dublin

## OPERATIONS REVIEW 2009

### Property Management

#### 2009 Market Overview

##### The Overall Dublin Office Rental Market Environment

The year 2009 saw a continuing decline in the overall Dublin office market. Some 110,000 square metres of new space were completed compared with 200,000 square metres in 2008. Vacancy rate stood at 22% by December 2009, an increase of 6% on the previous year.

Rental levels continued to fall, with prime city centre rents in the order of €380-€400 per square metre, with much lower levels for secondary stock or suburban locations. In addition to the lower rents considerable levels of inducements, such as rent-free periods and landlord contribution to fit-out costs, were available to tenants.

##### Rent Reviews

The OPW continued to actively manage the rent review programme for its leased properties. There were some small increases agreed for reviews dating from 2008, but no increase was agreed for any review due in 2009.

##### New Leases 2009

Commence	Expiry	County	Location	Lease Name	Net Lett SqM	Rent PA	Occupant
1-Jan-2009	31-Dec-2010	Carlow	Carlow	Carlow CRO Storage	0	€50,000.00	Company Reg Office
1-Jan-2009	31-Dec-2013	Dublin	Dublin 07	IFCO Lighthouse Cinema	640	€72,600.00	IFCO
8-Jan-2009	7-Jan-2034	Dublin	Dublin 07	Smithfield Office Of Film Classification	640	€255,955.00	Office of Film Classifier
16-Jan-2009	15-Dec-2018	Monaghan	Monaghan	Monaghan Revenue MTEK	1041.38	€181,830.00	Revenue Commissioners
19-Jan-2009	23-Nov-2010	Donegal	Bunbeg	Bunbeg Temp Garda Station	0	€6,673.68	Garda Síochána
1-Feb-2009	31-Jan-2013	Clare	Shannon	Westpark Business Campus NERA	208	€32,480.00	NERA
19-Feb-2009	18-Mar-2029	Cork	Cork	Cork HIQA Decentralisation Office	1690.8	€370,420.00	HIQA

## Annual Report

Commence	Expiry	County	Location	Lease Name	Net Lett SqM	Rent PA	Occupant
14-Mar-2009	13-Mar-2029	Laois	Portlaoise	Portlaoise Agriculture Gandon Court	436.68	€70,500.00	Agriculture
30-Apr-2009	14-Apr-2014	Galway	Galway	Ballybane Garda Office	46	€6,500.00	Garda Síochána
22-May-2009	21-May-2029	Laois	Portlaoise	Portlaoise Gandon CT U257	423.66	€76,050.00	Agriculture
18-Jun-2009	17-Jun-2014	Dublin	Swords	Swords Temp DSFA Office	89.57	€30,000.00	DSFA
1-Jul-2009	1-Jul-2029	Laois	Portlaoise	Portlaoise Gandon Court U261	401.89	€67,245.00	Agriculture
10-Aug-2009	9-Aug-3008	Tipperary	Clonmel	Clonmel OPW Engineering Services	0	€1.00	OPW
1-Sep-2009	27-Aug-2010	Wexford	Wexford	Wexford Temporary Decentralisation Office 2	603.88	€33,336.00	DEHLG
1-Sep-2009	31-Aug-2013	Dublin	Dublin Airport	Dublin Airport Pier D CSO	30.8	€14,340.00	C.S.O.
28-Sep-2009	27-Sep-2019	Galway	Lettermore	Lettermore Garda Station Temporary	0	€13,000.00	Garda Síochána
1-Oct-2009	1-Dec-2011	Dublin	Dublin 02	Castleview Revenue Carpark	0	€105,000.00	Revenue
15-Oct-2009	14-Oct-2014	Wexford	Wexford	Wexford Killeen Driver Testing Centre	175.59	€30,000.00	Road Safety Authority
23-Oct-2009	16-Sep-2010	Cavan	Cavan	Cavan Temporary DSFA Office	762	€60,000.00	DSFA
11-Nov-2009	10-Nov-2019	Limerick	Limerick	Limerick Garda Estuary House	0	€197,000.00	Garda
11-Nov-2009	10-Nov-2019	Limerick	Limerick	Limerick Henry St 98 Carpark	0	€13,000.00	Garda

## Lease Surrenders 2009

Surrender Date	Lease Name	County	Location	Annual Rent	Lease Type
19-Jan-2009	Drury St Car Park 2	Dublin	Dublin 02	€156,000.00	Car Parking
30-Jan-2009	Drury St Carpark 2	Dublin	Dublin 02	€20,247.93	Car Parking
31-Jan-2009	Leixlip Garda Station	Leixlip	Kildare	€25,000.00	Lease from Landlord
1-Feb-2009	Grattan House Floor 1	Dublin	Dublin 02	€184,900.00	Lease from Landlord
1-Feb-2009	Grattan House Floor 2	Dublin	Dublin 02	€190,000.00	Lease from Landlord
1-Feb-2009	Grattan House Floor 4	Dublin	Dublin 02	€190,000.00	Lease from Landlord
1-Feb-2009	Grattan House Ground Floor	Dublin	Dublin 02	€145,800.00	Lease from Landlord
12-May-2009	Tralee The Monastery 2	Tralee	Kerry	€34,500.00	Lease from Landlord
25-May-2009	St Stephens Green Ardilaun 2	Dublin	Dublin 02	€1,400,000.00	Lease from Landlord
31-May-2009	Dunmanway GS Temporary	Cork	Dunmanway	€11,884.60	Short Term Lease
31-May-2009	Cork South Mall 52	Cork	Cork	€20,200.00	Lease from Landlord
31-Oct-2009	Unidare Warehouse 2	Dublin	Dublin 11	€15,299.80	Lease from Landlord
19-Dec-2009	Luke Street 21-21c	Dublin	Dublin 02	€19,426.99	Car Parking

## Property Purchase 2009

County	Location	Property Name	Purchase Price
Cork	Dunmanway	Dunmanway Garda Station	€99,000.00
Dublin 11	Finglas	Finglas Garda Station	€718,000.00
Tipperary	Clonmel	ArdGhaoithe Business Park	€946,744.00
Kildare	Newbridge	Newbridge Decentralisation Defence HQ	€5,500,000.00

## Disposals 2009

County	Property	Sale Price	Date Disposed
Galway	Williamstown RAX, Glenamaddy Road, Williamstown, Co. Galway	€1,142.76	30th June 2009
Louth	Mouth of Boyne, Cottage No. 3	€10,622.55	23rd April 2009
Wexford	Plot of land, Government Offices, Anne Street, Wexford	€15,004.24	30th April 2009
Dublin	Lissonfield House, Cathal Brugha Barracks, Dublin 6	€45,004.38	3rd November 2009
Tipperary	Fethard former Military Barracks – part	€60,000.56	22nd April 2009

# Property Maintenance Services

Property Maintenance Services Business Unit comprises, Property Maintenance Administration, eight Regional and seven District offices around the country, Building Maintenance Services (BMS), Furniture Division, Fire and Security Section, Health & Safety Unit and the Asbestos Management Unit.

The Business Unit responds to maintenance requests for State owned and leased property from all Government Departments and State Agencies. Property Maintenance Services also undertakes minor capital works, for the Gardaí, office fit-outs, upgrading & refurbishments. Maintenance works and minor capital works are funded through the OPW Vote or by the relevant Government Department or State agency on a pre-funding basis.

- The total throughput of works in 2009 was approximately €85m.
- Dublin Measured Term and Regional Offices maintenance works €6,300,000.00
- Building Maintenance Service €16,000,000.00
- Minor Capital works including security works €15,700,000.00
- General Maintenance Client Accounts ('Q' a/cs) €7,700,000.00
- Agency work done by OPW for Departments (SWAs) €15,000,000.00
- Asbestos & Reinstatement €10,000,000.00
- Health & Safety Unit €300,000.00
- Furniture Branch €14,000,000.00

## Minor Capital Works

Minor Capital Works projects are carried out for a wide range of clients. The largest client in 2009 was an Garda Síochána, works carried out to Garda stations are done on the basis of priorities set by Garda Housing, they include:

- Carrickmacross Garda Station, Co. Monaghan – Phase 2: Cell Refurbishment;
- GHQ Harcourt Square, Mapping Section – Fit-out of Office Accommodation for Garda Mapping Section;
- GHQ Phoenix Park, Block J – Fit-out and Installation of Central Monitoring System;
- Granard Garda Station, Co. Longford – Construction of Extension, Conversion of Official Accommodation into Office Accommodation and Refurbishment of existing Station;
- Gurrabraher Garda Station, Co. Cork – Construction of Extension and Refurbishment Works;
- Mullingar Garda Station, Co. Westmeath – Construction of Three Storey Extension;
- Barraduff Garda Station – Refurbishment;
- Farranfore Garda Station – Re-roofing;
- Craughwell Garda Station – Refurbishment and extension;

- Ardee Garda Station – refurbishment;
- GHQ Phoenix Park – Provision of new Gate Lodge and Guard House;
- GHQ Phoenix Park – Provision of new Ballistics Building;
- GHQ Phoenix Park – Refurbishment of Band Room.

Other minor capital works completed in 2009 include:

- Fit-out for the Inspector of Prisons, Nenagh;
- Fit-out for the Department of Social Protection, Ballina;
- Refurbishment of the Whitehouse, Claddagh Quay, Galway for OPW West Regional Office;
- Re-roofing Department of Social Protection, Belmullet;
- Galway Courthouse – Security Access installation;
- Provision of new office accommodation at Ardee Civic Centre;
- Restoration of Islandbridge Gate Lodge and the Laundry Lodge, Phoenix Park, Dublin;
- Restoration and repair of Abbottstown House roof;
- Fit-out for Department of Education & Science at Grove Court, Blanchardstown;
- Creche at Mahon, Cork – Provision of landscaped play areas.

## Maintenance

**Dublin Area** – Reactive maintenance work for most office accommodation and other non historic buildings in Dublin is carried out under a Measured Term Maintenance Contract.

There were 3370 jobs logged through the OPW Helpdesk in 2009, of these 499 jobs were 4 hour emergency callouts at a billed value of €296K ex VAT with average cost of €600 ex VAT; 1060 jobs were 24hr callouts at a billed value of €314K ex VAT with average cost of €296 ex VAT and 1225 jobs were 7 day callouts at a billed value of €505K ex VAT with average cost of €412 ex VAT. The most frequent reactive calls were for blocked toilets; broken locks; small repairs to doors and windows, glazing replacement and roof leaks.

**Outside the Dublin area** – the Regional and district offices cater for accommodation throughout the country. In this context, a Measured Term Contract is an arrangement whereby a contractor undertakes to carry out a series of works orders, over a period of years, within a defined geographical area and where the work is subsequently measured and valued at rates contained in a pre-priced Schedule of Rates. The Measured Term Contract for the provision of property maintenance services operated in the whole Dublin region in 2009.

The contract will be retendered in 2010 and it is proposed to roll out other similar drawdown contracts to the regions when the Dublin contracts have bedded in, with the Cork area being a possible second location.

## Health and Safety Unit

The Health and Safety Unit provides support services to the Safety Management and Advisory Committee (SMAC). The Unit coordinates the implementation of strategies agreed by the SMAC. It also assists Safety Managers as requested in the development of Safety Management Systems. The unit is involved in the development and delivery of Health and Safety training programmes. Such courses include Personal Safety in collaboration with the Suzi Lamplug Trust (UK), a world-renowned organisation on the subject, and in conjunction with Europe's largest safety organisation, the Institution of Occupational Safety and Health (IOSH), a training programme for people who assume the role of Project Supervisor for Construction Stage (PSCS) on behalf of OPW. Participation in research programmes with National University of Ireland Galway with regards to Noise, Vibration and Occupational Silica exposures. Development of Safe System Works Plan (SSWP) in conjunction with Local Authorities and the Health and Safety Authority for Building Maintenance and Monuments. On-going projects include carrying out radon surveys on behalf of the Department of Justice for all Garda Stations and the continuation of the Asbestos Programme on behalf of State Departments and Institutions. One of the highlights for 2009 was the development of an Emergency Plan for Skellig Michael. This involved the Irish Coast Guard, Civil Defence, Order of Malta, Health and Safety Executive, Irish Lifeboats, Gardaí and MEDICO Cork. The whole event, from the briefing in the morning by all parties to the actual exercise, was filmed by RTÉ as part of a series on the Irish Coastguard Service, which will be screened later on in the year on RTÉ2.

## Asbestos Management Programme 2009

A number of projects involving schools, Garda stations and other Government buildings, were carried out under the Asbestos Management Programme in 2009.

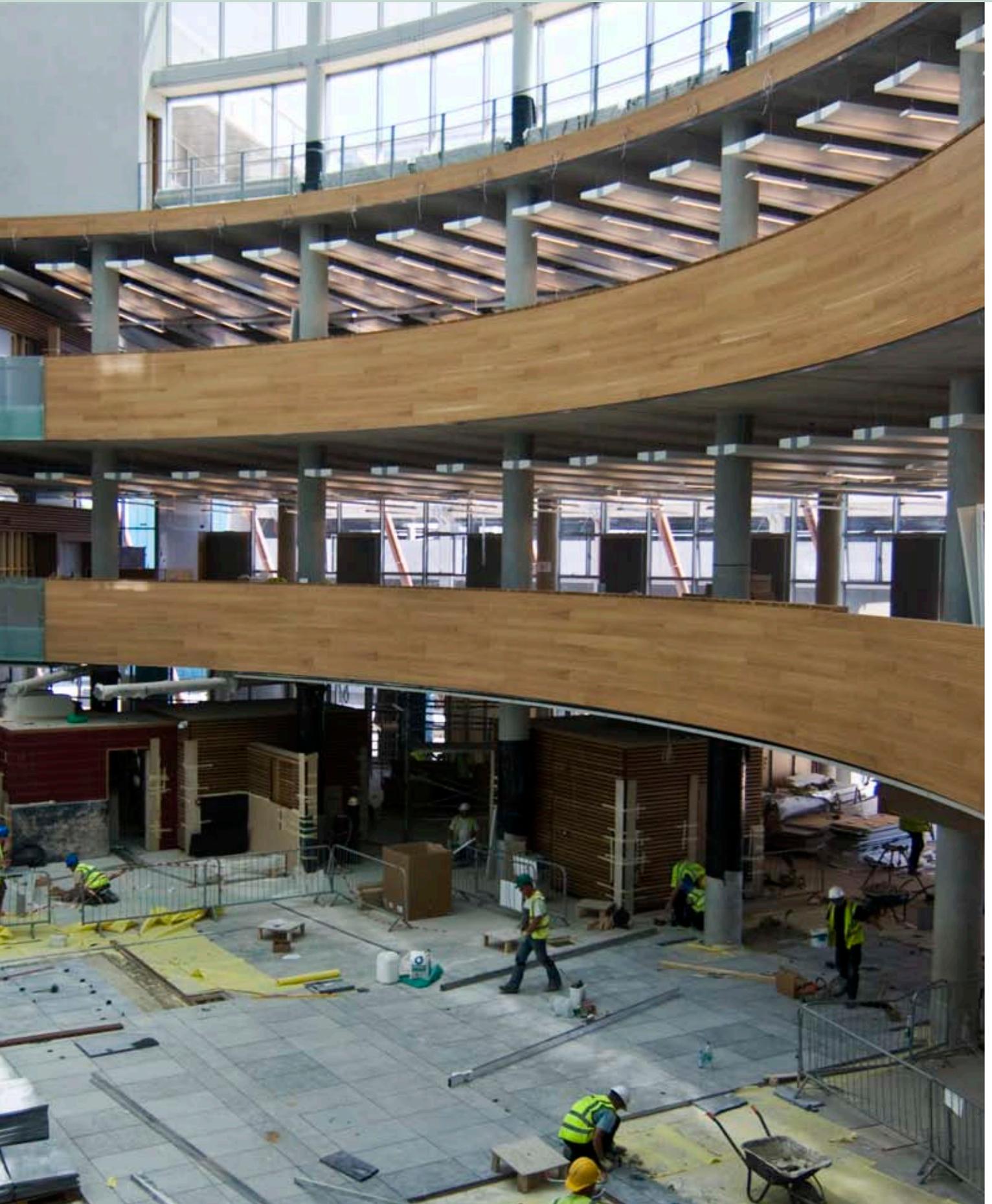
Expenditure under the Programme was €8.85 million on up to 270 projects covering both asbestos removal contracts and any necessary reinstatement contracts. €7.79 million was expended on school works on behalf of the Department of Education with the remaining €1.06 million being spent on other buildings in State care.

The main Management Survey Programme has reached virtual completion with a total of almost 6000 buildings having been included since its inception some years ago.

## Furniture Division

Furniture Division provides Government/Public Service Departments with procurement services based on the principles of value for money, quality, suitability and compliance with statutory requirements including EU, Health & Safety and environmental issues covering a wide range of furniture, floor covering and furnishing products.

Furniture Division has drawdown contracts in place for the provision of office furniture and floor covering to various Government Departments and Agencies.



Furniture Division completed a number of fit out projects during 2009 including the following:

- Decentralisation Offices and other major fit out projects in Trim, Buncrana, Clonakilty, I.F.C.O., Social Welfare, Cork, Finglas and Limerick. Garda Stations in Ballymote, Finglas and Leixlip. Blanchardstown Court House, Wheatfield Prison, Department of Agriculture, Warehouse, Portlaoise.
- Technical advice and space planning was provided through OPW for various Government Departments and Agencies.
- Furniture Division continues to service the State Examinations with chairs and desks.
- Redundant furniture continues to be collected and environmentally disposed of.
- Restoration Conservation workshops continue to restore furniture for various bodies including Áras an Uachtárain, Leinster House, Dublin and Kilkenny Castles.

## Building Maintenance Services (BMS)

Building Maintenance Services main operation depot is in Dublin, with sub depots in Cork and Limerick.

BMS has a direct labour staff of approximately 220 with an annual budget of €16 million. The staff comprises of skilled craftspersons across all the major construction industry disciplines, with particular expertise in conservation plaster work and decoration.

BMS is responsible for the upkeep of the fabric of Historic State Properties in the Greater Dublin area but its responsibilities have also been broadened to include Castletown House and Kilkenny Castle.

Its role has altered radically in recent years and it now operates from planned work programmes for the buildings under its care. This change of emphasis sees BMS adopting a new proactive role in managing the maintenance of these properties. Critical support is also provided to other divisions of the OPW in terms of logistics and Event Management.

Health and Safety has been a major focus in recent times and great strides are being made in this area with the implementation of a Safety Management System to the BS8800 standard.



## Project Management Services

Project Management Services' primary objective is to provide good quality built accommodation and facilities for Government and State clients, designed to a high standard and in line with Government priorities. The section works in close co-operation with OPW Architectural Services to deliver a comprehensive, professional service to its many and varied clients.

The range of projects managed by Project Management Services is very broad in terms of both the size and the nature of the projects. At one end major landmark projects worked on in 2009 include the new Criminal Courts building in Dublin and at the other end are the many smaller scale office refurbishment projects undertaken on behalf of Government Departments.

The work undertaken can be looked at under the following general headings:

### Justice area

Work on the Central Criminal Courts complex was completed in 2009. This is a major new landmark building in Dublin. Other significant works on courthouses and Court Services premises were progressed during 2009 also, in particular the courthouses in Kilkenny, Monaghan and Youghal.

Major works on building new Garda stations and upgrading existing Garda stations were undertaken in 2009 as part of a continuous and comprehensive programme to deliver quality accommodation and facilities to the Gardaí.

New stations and facilities were completed at Finglas and Leixlip, the latter winning the best public building award at the Royal Institute of the Architects of Ireland (RIAI) annual Irish Architecture Awards. Work was progressed also on other planned new stations at Kevin St., Dublin, Ballincollig and Castleisland.

See below also under Special Projects for other projects in the Justice area.

### Special Projects area

Projects of note completed in 2009 included the redevelopment and refurbishment of buildings at Abbotstown to accommodate the National Sports Campus Development Authority, the Institute of Sport and the Football Association of Ireland.

Work at the National Conference Centre, Dublin, was ongoing during 2009 with the Centre on target to open in September 2010. Also during 2009 OPW Project Management Services continued to be closely involved in an advisory role in relation to the redevelopment of Lansdowne Road.

Progress continued in 2009 on work on other significant projects including the relocation of the Forensic Science Laboratory and Garda Technical Bureau from Garda HQ, Phoenix Park, to the Backweston Campus, Co. Kildare, together with refurbishment of Trinity House, Lusk and the provision of a National Children Detention Centre at Lusk for the Irish Youth Justice Service. Works at Trinity House commenced during 2009 and will be completed in 2010 with accommodation briefs for the other projects being finalised.

## Cultural Institutions

Capital improvement works were carried out in all the main national cultural institutions during 2009 aimed at enhancing the facilities for visitors and staff alike. Of particular note were the upgrading works at the Natural History Museum, Merrion Street, Dublin 2, in preparation for its re-opening in 2010. Another significant project which was progressed to contract stage in 2009 was the renovation and redevelopment of the East Wing of Castletown House into a major Event and Conference centre. This project is being funded by way of a grant from Fáilte Ireland.

A comprehensive programme of minor capital works in national historic properties such as Kilkenny Castle, Rathfarnham Castle, Doneraile House, Oldbridge House, Botanic Gardens and St Enda's (Pearse Museum) was progressed in 2009.

## Ireland Pavilion at the World Expo. 2010, Shanghai, China

The pavilion was designed by OPW Architectural Services. Project Management Services, with the assistance of locally based project managers, oversaw the construction of the pavilion which commenced in 2009. The procurement and installation of the exhibition within the pavilion was also carried out in 2009. The World Expo runs from May to September 2010.

## Other projects

Various works to renovate and fit-out offices for Government Departments were carried out in 2009 including a significant refurbishment of the Department of Transport offices in Leeson Lane.

Planning and preparation also progressed in 2009 on a number of significant new developments and works such as an upgrading of the Revenue Commissioners computer and data management facility at St John's Rd, Kilmainham, a new OPW South West Region Drainage Maintenance Office & Workshop at Inch Bridge, Listowel, Co. Kerry, and a new driver testing centre for the Department of Transport in Dundalk.

## Decentralisation Programme

A number of significant projects were completed in 2009 including offices for the Department of Social Protection in Buncrana, and for the Department of Agriculture, Fisheries and Food, Bord Iascaigh Mhara and the Sea Fisheries Protection Authority in Clonakilty.

The fitting out of the new Headquarters building for the OPW in Trim was completed in July 2009 and staff are now in occupation. Progress was made also in advancing other major projects such as the new Headquarters for the Department of the Environment, Heritage and Local Government in Wexford, the Department of Defence in Newbridge and the Property Registration Authority building in Roscommon Town.

## Decentralisation of OPW

The headquarters of the OPW decentralised to Trim, Co. Meath during the last quarter of 2009. By end 2009 it was occupied by 214 staff from Personnel and Development Services, Property Management Services, Property Maintenance Services, Project Management Services, Architectural Services, Valuation Services, National Procurement Services, Engineering Services, Health & Safety Unit, Decentralisation Unit, the Minister's Office and the Chairman's Office. While an advance office of 30 staff from Visitors Services, Government Publications Office and Project Management Services have decentralised to Claremorris, both the remaining Claremorris and Kanturk elements of the decentralisation programme have been deferred pending a review by Government in 2011.

## New Offices

A new facility was completed in mid 2009 for the Department of Agriculture, Fisheries & Forestry at **Drumshanbo District Veterinary HQ**, Co. Leitrim. This is a significant building which will provide a broad range of Agriculture-related services to the farming community in the region. The building was designed and constructed to a very high standard, with extensive use of natural stone and timber and a strong approach to sustainability. It was highly commended for the OPUS Architecture & Construction awards for 2009.

A major urban development in Donegal was also completed late in 2009 with the provision of a new **Garda Station and Department of Social Protection Offices** at Buncrana, Co. Donegal. The DSP offices comprise a new Local Office and a new Decentralised Office for approx. 150 staff, while the Garda Station is an Area HQ for the surrounding region. The co-location of these offices on the same site with the Garda Síochána facility provides a focus for a major urban development delivering a range of Government services in Buncrana.

## Garda Programme

A number of Garda Building Programme priority projects which had been identified by An Garda Síochána in the west of Ireland were completed or actively progressed by OPW's Project Management Services Unit in Claremorris throughout the year:

A new Area HQ was completed and occupied by An Garda Síochána at **Ballymote, Garda Station**, Co. Sligo in October. The building was constructed on a former bakery site in the town acquired by the OPW for the purpose and replaces the former Station building at Ballymote which was no longer suitable for modern Garda use.

In December, tenders had been issued for a new Area HQ at **Castleisland Garda Station** in Co. Kerry with a view to placing a contract and starting onsite in 2010. The new building in Castleisland is designed to provide a modern facility in the town for the delivery of a broad range of Garda services including Crime, Traffic Corps etc.

Also by year end, tender documentation had been significantly progressed for a new rural Station at **Clonark Garda Station** in Co. Roscommon, where the existing disused Station building, an original OPW design dating from the 1940s, is being modernised and adapted with a view to bringing it fully back into use. Notwithstanding its small size, this is a priority project for An Garda Síochána and will enable them to provide an effective police presence in the rural hinterland between the major urban areas of Athlone & Roscommon.

Projects in an advanced stage of development included the provision of a major new **Galway Regional and Divisional Headquarters** for An Garda Síochána at a State owned site on the outskirts of the city at Murrough. This will create the State's first fully purpose-built Garda Regional HQ facility outside of Dublin, and will provide the primary operational, logistical and administrative HQ for An Garda Síochána in the West of Ireland.

Another project at an advanced stage of development was a major scheme of adaptation and refurbishment at **Athlone Garda Station** in Co. Westmeath. This is designed to alleviate significant overcrowding in the existing Garda Station by renewing the old Station and absorbing into Garda use the nearby former Government Offices building. The project will simultaneously provide a new home for the Athlone-based **Garda Water Unit** at Garrycastle, Athlone.

In terms of its Property Management function, OPW secured two new properties in the Western Counties for use by An Garda Síochána:

- Community Garda Office, Ballybane, Galway.
- Bunbeg Garda Station, emergency accommodation.



Environmental Protection Agency, Extension, Wexford.



## Architectural Services

### Introduction

The architectural practice within the Office of Public Works delivers a service of exceptional quality through the skillful provision of a comprehensive architectural design service to the Government and other public bodies. It is committed to providing a first class service to its clients, and also to the many public users who experience the buildings and environments that it creates.

The principal function of Architectural Services is to ensure that its clients are provided with excellence of design, construction and support services that are of the highest standard. Its greatest resource is its skilled and dynamic workforce, who strive for continuous improvement in the designs and services offered. By operating closely with the Structural, Mechanical and Electrical Sections of the Engineering Services and with the Quantity Surveying Section, Architectural Services can offer a full in-house multi-disciplinary service.

At the heart of the OPW core principles is the belief that architecture and the quality of our surroundings has a direct influence on the quality of our lives. Allied to this is the understanding that architecture is generated by the needs of people we serve.

Architectural Services has developed a reputation for quality and professionalism reflected by the many awards achieved. In recent years Architectural Services has developed its knowledge and expertise in the area of public and private partnerships and continues to develop its thinking and methodology for the delivery of quality in design and construction for all new procurement routes. The practice has developed a comprehensive management system that is ISO 9001: 2008 accredited and produces annual accounts that show Architectural Services to be operating with a surplus, albeit notional.

On October 8th. 2009 the Minister for the Environment, Heritage and Local Government, Mr. John Gormley TD launched the Government Policy on Architecture 2009-2015: Towards a Sustainable Future: Delivering Quality within the Built Environment. Under Action 6 of the Policy the Principal Architect in OPW acquired the new role of State Architect with a strengthened role to include:

1. Advising on the implementation of the Architecture Policy Actions.
2. Contributing to the Government Construction Contracts Committee (GCCC) to developing procurement and contracting policies in support of architectural quality in State funded projects.
3. Consultee regarding legislation and regulations affecting quality in architecture and the built environment.
4. Consultee regarding the design quality of all infrastructural programmes.
5. Advising the relevant Departments of the accumulated experience and expertise in the public service and of programmes that will ensure that the care of monuments, and the conservation, restoration and re-use of historic buildings is fully exploited.
6. Acting as a point of reference and advice in the dissemination of knowledge and expertise.

The principal Architect will henceforth be known as STATE ARCHITECT and Principal Architect Office of Public Works.

**Services offered to our customers include:**

- Provision of full design and construction management service
- Assistance with project Capital Appraisals
- Project feasibility studies and reports
- Development of initial and detailed briefs
- Interior design service
- Advice on initial building and lifetime costs
- Advice on planning and building regulation issues
- Advice on health and safety
- Advice on conservation methods and procedures
- Advice on access to the built environment
- Advice on urban design and landscaping
- Advice on historically accurate interiors
- Advice on Percent for Art Scheme

The practice has a developed expertise in a number of areas:

- Modern office accommodation
- Conservation and restoration of heritage properties
- Prison buildings and places of detention
- Garda buildings
- Courthouses
- Laboratories
- Social Welfare offices
- Coast Guard Stations
- Public Offices and Government Departments
- Visitor Facilities at heritage sites
- Exhibition Design
- Universal Access
- Sustainable Design
- Urban Design

## Review of Architectural Services

In March 2008 Architectural Services undertook a strategic review of its operation through a series of facilitated workshops. The purpose of the workshops was to develop practical proposals for the setting in place of revised procedures and structures in advance of decentralisation of the head office to Trim Co. Meath.

In recognition of the impending changes that would follow from the relocation of the HQ, Architectural Services identified actions necessary to ensure continuity of its core activities. Key among these were the need for greater flexibility in the creation of project teams supported by enhanced IT systems and more flexible working arrangements. Through new systems and structures Architectural Services will make better use of its resources in terms of allocation, load distribution and increased responsiveness by matching resources to demand and assigning persons specifically to projects.

Though the Service will be split between two locations in the first instance, Dublin and Trim, the entire staff complement of Architectural Services will be considered as a single resource.

## Project Portfolio

In 2009 the Government Decentralisation Programme continued to be a priority focus for Architectural Services. The Programme involved a full and diverse range of activities for architectural staff from initial site appraisals through all stages to monitoring on-site construction. Architectural Services continued to exercise a coordinating role between the relevant Business Units and was principally involved in a) the continuing development of client briefs, b) documentation, tendering and evaluation of submissions including PPPs and c) preparing as necessary the accommodation needs of all advance parties and early movers within the Programme.

Some of the significant projects to complete construction in 2009 were:

- Decentralisation, DSFA Buncrana
- Decentralisation OPW HQ Trim
- Decentralisation DAFF Clonakilty
- Decentralisation DoEHLG Wexford
- Decentralisation HIQA, Cork City
- Criminal Courts of Justice
- Buncrana Garda HQ
- Buncrana SWLO
- Clara Bog Interpretative Centre
- Drumshanbo Veterinary Offices

- EPA Headquarters Extension, Johnstown Castle, Wexford
- Institute of Sport, Abbotstown
- Irish College, Leuven, Phases 2&3
- Kings Inn House Dublin 1, DSFA Public Office
- Monaghan Revenue VRO offices
- Youghal Court Offices
- Refurbishment of Furniture Galleries, Collins Barracks
- Fit-out of Offices for Dept. of Foreign Affairs at Hatch Street & Hainault House
- Leinster House 2009
- Restoration of Turner Peach House, Áras an Uachtaráin
- Teak House Restoration, National Botanic Gardens
- Rose Bridge & Courtyard Tearooms, National Botanic Gardens
- Finglas Garda Station
- Ballymote Garda Station
- Finglas Driving Centre
- Findlater House Fit out

## Continuing Professional Development (CPD)

During 2009, the OPW Architectural Services CPD programme concentrated on the development of staff skills in the areas of Health and Safety Regulation, Building Energy Rating, Disability Access Certification (DAC) and Construction Procurement reform.

Three permanent Architectural Services staff received RIAI approved training in relation to “Project Supervisor for the Design Process”. This was in addition to fifteen Architectural staff trained in the PSDP role during the previous year. This course, along with other Health & Safety training of selected staff, was an important element in Architectural Services maintaining the relevant competencies required under the H&S Construction Regulations.

Architectural Services used its own in-house tutor (FÁS accredited and IOSH member) to provide Safepass training and ensure timely renewal of Safepass cards. Architectural Services permanent staff also received in-house training in the RIAI ‘CPD engage’ system, in co-operation with the RIAI. During the year, Architectural Services method of recording and quantifying CPD hours was aligned with that of the RIAI. This was an important measure in maintaining registration of Architects within the OPW.

Selected Architectural staff received training in the DAC system and Fire Certification, at RIAI and other seminars.

Other CPD events for selected Architectural Services staff during 2009, included the following:

- 'Energy Efficiency in Historic Houses' Seminars as organised by the DoEH & Local Govt. and the Irish Georgian society.
- Additional CAD training for staff in building information modelling systems and associated software packages.
- Dublin Civic Trust courses in Structural Repair of Historic Buildings, Historic Ironwork, services in Historic Houses, Repair of Historic joinery, Timber Decay and Treatment.
- Attendance at the annual 'Historic houses of Ireland' Conference.
- Attendance at the 'Irish Public Private Partnership Policy Forum'
- Seminar in Design Quality in Architecture and Urban Design.
- Conference on DoE Planning and Spatial Policy.
- Attendance at RIAI annual conference
- Companies with appropriate (RIAI or RIBA) CPD accreditation provided a total of 22 individual Lunchtime Technical and Trade presentations to OPW Architectural staff throughout 2009. These 'zero-cost' presentations were logged by Architectural Services staff as 'structured CPD' on the RIAI CPD engage system.

Themes and products covered included,: Acoustic Comfort, Green Roofing Systems, Lime renders, Engineered Hardwood floors, Natural slate, Bespoke Glass Structures, Paving products, Static & mobile shelving, Security doors, Clay roof tiling, Fire sealing products, Lighting systems, Contract carpets and the environment, Fire retardant treatments for timber.

## Graduate Training Programme

- During 2009 the joint RIAI/OPW Graduate Architect Training Programme had a total complement of 29 graduates, working in 6 Architectural Services Sections and the Property Maintenance Division. By the end of the third quarter of 2009, most of these graduates had left OPW on the completion of their contracts. A new group of Graduates was recruited at the end of 2009 and commenced work in the new HQ building in Trim.
- The training programme continued to provide Architectural graduates with the practical experience required for the RIAI/NUI Part 3 examination in Professional Practice. The majority of Graduates had chosen to complete the UCD Lecture series during the previous academic year. The remaining 7 graduates attended the RIAI/NUI lecture series in 2009 with 6 of them applying to take the RIAI exam.
- The status of the OPW/RIAI Graduate programme within the profession, has increased over the last few years and has attracted a very high calibre of graduate architect. These Architectural graduates not only make a huge contribution to the work output from the office but also positively enhance the creative, dynamic environment of Architectural Services.

### Conservation and Restoration

Architectural Services continues to develop and apply its acknowledged expertise in the conservation and restoration of historic buildings. Many Government Departments, most of the Cultural Institutions and all Historic Properties are Protected Structures and their development, conservation and maintenance must be undertaken in a manner that safeguards their character and significance. Architectural Services is also engaged in the restoration of historic landscapes and gardens, such as the demesne at Castletown where restoration of the original 18th century landscape is ongoing.

With such a large and diverse range of heritage buildings in its care Architectural Services has experience in all aspects of conservation from minor repair and maintenance to large conservation projects. Such works enable these buildings to be visited and appreciated by the Public, provide visitors and users with modern standards of services, fire safety and accessibility while respecting historic significance and character and ensure building maintenance can be prioritised and effectively undertaken to minimise damage to historic fabric and so reduce life cycle costs. These works ensure that buildings retain their original function and accommodate new uses. Specialist conservation advice is provided across all business units to ensure that the State heritage and historic property portfolio is conserved and presented to best international standards. In order to achieve this the OPW is collaborating with various State agencies, universities and other bodies, researching topics that are directly relevant to the conservation of the State's portfolio of protected structures ranging from international conservation policy to materials conservation.

### Sustainable Development and Universal Access

Architectural Services continued to develop their strategy for sustainable development and universal access in 2009, and continued to apply its expertise in accessibility auditing and the upgrading of public buildings as required by the Disability Act 2005.

### Awards

- Department of Finance Merrion Row Development (in conjunction with Grafton Architects) RIAI Irish Architecture Award.
- Merrion Row Office & Military Billets – AAI Award – Shortlisted for Downes Medal
- Wexford Opera House (in conjunction with Keith Williams Architects) – Bank of Ireland OPUS Architecture and Construction Awards 2008
- Wexford Opera House, RIAI Architecture award, best cultural building
- Wexford Opera House, RIBA award,
- Wexford Opera House, shortlisted, Stirling Prize for Architecture
- Wexford Opera House, Irish Times Special Jury award

- Military History Exhibition Collins Barracks – Museum of the Year 2009/10
- Leixlip Garda Station, RIAI Architecture award, best public building
- Leixlip Garda Station Opus award Highly Commended
- Food Safety Office, Backweston Campus; Opus award
- Irishtown Garda Station; Opus Award.
- Restoration of Turner Peach House, Áras an Uachtaráin; Opus Heritage Award
- Rothe House Gardens Tidy Towns National Urban Landscape Award
- An Siopa at Leinster House (Bucholz McEvoy) – AAI Award Special Mention

## Publications

- **Construct Ireland**  
Food Safety Offices Co. Kildare  
Drumshanbo Veterinary Offices
- **Architecture Ireland**  
Leixlip GS  
Heritage Council HQ in the Bishops Palace, Kilkenny  
Drumshanbo Veterinary Offices
- **Obair**  
Wexford Opera House  
Haughton House Dublin Zoo  
Pearse Museum  
Oldbridge House  
Toe Head Coastguard Station  
Garda stations at Finglas, Irishtown and Ballymun

### Research, Technical Groups, Steering Committees and Presentations

- Government Policy on Architecture
- Advisory to Department of the Environment, Heritage and Local Government on green public procurement
- Presentation to Joint Oireachtas Committee on the Environment
- RIAI Sustainability Taskforce
- Participated in the Architecture Ireland Sustainability Conference
- Presentation at the President's Forum on DISABILITY – ACCESS AND ATTITUDES in Áras an Uachtaráin
- Participation in the National Disability Excellence through Accessibility Award Approval Board
- Participation in the Interdepartmental Working Group on the Sustainable Travel and Transport Action Plan for Ireland
- Chair of RIAI Competence Task Group
- Board of Architectural Education for Royal Institute of Architect
- External Examiner NUI UCD Professional Practice Exam Board
- Lecture to Dutch Architects in Amsterdam
- Lecture to Royal Society of Ulster Architects in Belfast
- Lectures in Irish Schools of Architecture (WIT, UCD, DIT)

### Other Activities

- Participant in Government Construction Contracts Committee
- Participant in the Irish Youth Justice Service Expert Group set up for the redevelopment of existing detention facilities.
- Advice on historic landscaping, and design and maintenance advice for new sustainable landscapes, including contributions to the OPW Biodiversity Plan.
- Collaborate with Local Authorities on Urban Design
- Chairman of assessors for Opus Architectural and Construction Awards
- Participated in RIAI 'Simon Open Door' campaign
- Participated in Irish Architecture Foundation's Open House programme
- Commissions and carries out research to present historically accurate interiors in the historic properties under its management
- Section 482 Inspections and spot checks for the Department of Environment, Heritage and Local Government
- Continue to advise and facilitate the commissioning of artworks under the Percent for Art Scheme

## Engineering Services

### Flood Risk Management

#### Strategic Flood Risk Management Studies

In recent years OPW has been developing and implementing a strategic flood risk management programme, rolling out a series of flood risk management plans which will allow an integrated approach in the identification and management of significant flood risk. These studies will underpin the development of OPW's investment and expenditure programme in the medium term.

#### Catchment Flood Risk Assessment and Management Programme

Catchment Flood Risk Assessment and Studies (CFRAMS) and their product – Catchment Flood Risk Management Plans (CFRMPS) – are at the core of this national policy for flood risk management and the strategy for its implementation. This policy is in line with international best practice and the requirement of the EU Floods Directive, under which the OPW was appointed as the national competent authority. Management structures for the implementation of the Directive were put in place with numerous meetings held during 2009. The Lee Catchment-based Flood Risk Assessment and Management (CFRAM) Study was substantially completed in 2009, with the Draft Flood Risk Management Plan to go to Public Consultation at the beginning of 2010. The Dodder Draft Flood Risk Management Plan will also go for public consultation in 2010, and similar work on the Fingal-East Meath and Suir CFRAM Studies has been progressing well. With the pilot CFRAM Studies nearing completion, the procurement of services to undertake the National CFRAM Programme has begun. The first stage of work on the National Preliminary Flood Risk Assessment was completed, with refinements underway to finalise the Assessment to begin stakeholder consultation in mid-2010. Combined expenditure in 2009 for the Lee and Suir CFRAM Studies was just under €860,000.

#### Planning and Development Management

The Guidelines on the Planning System and Flood Risk Management, drafted by the OPW and the DoEHLG, were published in November 2009, under Section 28 of the Planning Act, to provide a robust and transparent framework for the consideration of flood risk in the planning process.

### Coastal Protection

The functions and responsibilities in relation to coastal protection, i.e. coastal flooding and coastal erosion, transferred from the Department of Agriculture, Fisheries and Food to the OPW on 1st January 2009. In 2009 the focus was on the effective integration of the following responsibilities into OPW's current flood risk management activities:

- Undertaking risk assessments associated with coastal flooding and coastal erosion and further developing the Irish Coastal Protection Strategy Study (ICPSS).
- Provision of an advisory service in relation to coastal erosion and coastal flooding.

- Preparation of annual coastal protection funding programmes and project managing specified priority coastal protection measures and studies in priority risk areas.
- Maintenance of coastal protection schemes constructed under the Coast Protection Act, 1963.

The assignment of these responsibilities has provided an opportunity for a more holistic approach to be taken to the management of flood risk in coastal and estuarine areas and indeed has presented new challenges to OPW in respect of coastal erosion risk management. Whilst OPW has lead responsibility in respect of the management of this function it works in partnership with Local Authorities to develop appropriate responses to the associated risks of coastal erosion and coastal flooding.

## Coastal Protection Funding Programme (Minor Works)

The 2009 Coastal Protection funding programme for minor works was announced by the Minister in October following review of submissions of priority projects received from coastal Local Authorities. The projects submitted were assessed on the basis of questionnaires completed by the Local Authorities in respect of each project for which funding was sought, and based on a quantitative risk assessment. The table below gives the funding allocations for 2009.

Local Authority	2009 OPW Funding €
Kerry Co. Co.	360,000
Louth Co. Co.	49,500
Mayo Co. Co.	91,000
Sligo Co. Co.	40,500
Wexford Co. Co.	90,000
<b>Total</b>	<b>631,000</b>

## Continuing development of the Irish Coastal Protection Strategy Study (ICPSS)

Under the ICPSS to date, strategic current scenario assessments of coastal flood (undefended) and coastal erosion risk have been substantially completed for the east and south coasts of Ireland. The results are presented in the form of predictive coastal flooding maps for a range of event probabilities (associated with combined tide and surge) and predictive coastal erosion maps for the years 2030 and 2050. Draft technical reports were issued to coastal Local Authorities (east and south coasts) during 2009 for information and consultation. The OPW intend to progress this ICPSS risk assessment work to the south west, west and north west coasts of Ireland in 2010 and 2011 so that similar strategic coastal erosion and coastal flooding maps may be made available for these locations. The information produced will inform and guide future planning and development decisions along the coast so as to avoid future inappropriate development in areas that are vulnerable to coastal erosion and coastal flooding.

## Hydrometric Programme

OPW Hydrometric Section manages and maintains an extensive network of water level and flow gauges on rivers and lakes throughout Ireland. At the end of 2009, hydrometric data was being collected at 360 gauging stations throughout the country with 82% of these stations upgraded to telemetry capability. In addition, the Section collects rainfall data from 62 rain gauges in the Munster Blackwater and Suir catchments, which is required for the implementation of flood forecasting and warning systems for the towns of Mallow, Fermoy and Clonmel.

During the November 2009 floods, the primary priority of the Section was to record water levels and measure flows in rivers. Information was provided daily to the National Emergency Response Co-ordination Committee and to relevant Local Authorities. The reports were also placed on OPW's [flooding.ie](http://flooding.ie) website. The data collated from the gauge network was used to prioritise aerial video and photography, which was collected for a range of catchments at or near peak water levels. This data will be invaluable in the development of Catchment Flood Risk Management Plans (CFRMPs) and in validation of numerical models generated.

During 2009 the Section received a total of 292 requests for data or information, compared to 247 for the previous year. Data is also provided via a dedicated website, [www.opw.ie/hydro/home.asp](http://www.opw.ie/hydro/home.asp).

## Research & Development & Flood Policy Implementation Programmes

### Research & Development (R&D)

A substantial amount of flood-related research and development work has been undertaken to date as part of the Flood Studies Update (FSU) Programme. During 2009 seven research studies of the programme were completed, and by year-end all of the research contracts were substantially completed. The other main focus of the R&D Programme during 2009 was OPW's ongoing participation in flood-related international R&D programmes. The OPW continued to be actively involved in the EU-sponsored ERA-Net CRUE Project (which finished in October 2009) and in the Flood Risk Management Research Consortium Phase 2 (FRMRC2).

### Legislative Review

The drafting of the Statutory Instrument to provide for the transposition of the EU 'Floods Directive' into law was completed in 2009.

## Major Flood Defence Schemes Programme

The OPW programme of Flood Relief Schemes are generally carried out under the Arterial Drainage Act 1945 and the Arterial Drainage Amendment Act 1995, although in recent years some phases of schemes have been carried out by the Local Authorities under the Planning and Development Regulations. OPW either works in association with the relevant Local Authorities or funds Local Authorities directly to undertake flood relief works. The table below outlines the major ongoing flood relief work progressed by the OPW in 2009.

Flood Defence Scheme	Progress in 2009
Mallow North	Reached substantial completion, providing standard 100-year flood protection for approximately 160 properties.
Clonmel West	Reached substantial completion, providing standard 100-year flood protection for approximately 130 properties.
Ennis Upper	Reached substantial completion, providing varying levels of flood protection for approximately 550 properties.
Dodder River	Reached substantial completion, where works undertaken so far provide protection to approximately 350 properties from a 200-year tidal flood event and an extra 100 properties from a 100-year fluvial flood event.
Fermoy North	Construction work commenced.
Mornington	Construction work commenced.
Mallow South & West	Tender processes were undertaken.
Templemore	Public Exhibition was completed.
Enniscorthy	Public Exhibition was completed.
Clonmel North & East	Detailed design was completed.
Ennis Lower	Detailed design was completed.
Fermoy South East & South West	Detailed design commenced.

**Expenditure on major flood relief projects in 2009 was approximately €30m.**



Waterford Quays Flood Relief Scheme.

## Minor Non-Coastal Works

OPW initiated a Minor Flood (and Coastal Protection, see above) Works Programme where OPW provided funding for minor localised flood relief works or studies, to be undertaken by local authorities. In 2009, Local Authorities received funding totalling €1.56m. Minor works through Local Authorities provided varying levels of flood protection, below what would be afforded by a major flood relief scheme, to approximately 60 properties in 2009. OPW provides funding to local authorities for smaller projects costing less than €0.5 million each. This funding is provided to the local authorities as the works are completed. Expenditure on Minor Flood schemes in 2009 amounted to €1.36m.

## Arterial Drainage Maintenance

OPW undertakes ongoing maintenance of completed arterial drainage schemes and urban flood relief schemes under the Arterial Drainage Acts. In 2009, OPW maintained 2,010 kilometres of channels and carried out technical inspections on 24 kilometres of flood defence embankments and on some 2,100 bridges. Programmed maintenance works were carried out on 144 structures (bridges, sluices, etc) and non-programmed/urgent maintenance work was carried out on a further 50 structures.

## Environmental Activities

As part of the ongoing research strategy, three further ecological assessments were formally published under ISSN 1649-9840:

- No. 9 Lamprey
- No. 10 Crayfish
- No. 11 Fens & Whorl Snails
- The Environmental River Enhancement Programme (EREP) 2008-2012 is running successfully with over 50km of drainage channel enhanced in 2009 and baseline scientific monitoring established to measure success.
- Publication of an extensive series of Environmental Management Protocols and Standard Operating Procedures to guide environmental performance in drainage maintenance operations.
- Newly devised Assessment Of Significance process commenced to ensure all drainage maintenance works comply with strict requirements for operations in European protected sites. Process worked successfully.
- Five years of widespread activities and consultations brought to a close in 2009 with publication of the holistic River Basin Management Plans by Dept. Environment. OPW Flood Risk Management activities successfully integrated across all relevant plans.

**The total expenditure for OPW Flood Risk Management in 2009 was €55.6m.**

## Civil and Structural Engineering Services

This unit continued to provide an advisory, design and monitoring service during 2009. A considerable amount of the unit's resources were involved with the provision of Civil & Structural Services for the Coastguard and Heritage properties.

A number of major projects were tendered to Civil & Structural Consultants and the Section was involved in the preparation of tender documents, assessment and appointment of the consultants.

The throughput of cases in the year can be summarised as follows:

Project/Activity 2009	No. on hand 1/1/2009	New Projects in 2009	Number Completed in 2009
Building	11	4	5
Civil Structural	9	1	1
<b>Reports</b>	143	66	46

## Update of ISO 9001 Quality Management System

During 2009 we updated our ISO procedures so as to move away from paper based systems to electronic document management systems. The paper based and new system has been in operation for a period of 6 months and we have now moved entirely to an electronic based system. The new system has been audited by NSAI and complies fully with the requirements of our ISO quality system.





Department of Community, Rural & Gaeltacht Affairs, Furbo (Project No 1535).

## Mechanical & Electrical Services

The Mechanical & Electrical Section has provided key inputs to all the flagship OPW projects during 2009. Much of the work has been centred on the Decentralisation Programme. The section played a key role in the completion of buildings in Wexford and Clonakilty, which were procured using the Design & Build Model.

The other main decentralisation project, that was one of the highlights in the area of new works within the section, was the completion of the new OPW HQ building in Trim. The M&E Section worked very closely with the in-house Architectural team from the early design stage to make sure this building is as energy efficient as possible. Extensive computer modelling was used to ensure that the natural ventilation strategy would be effective. The building incorporates the latest technologies in energy efficient lighting/lighting management, high-speed data networks, a biomass heating system and solar collectors.

Other projects to which the section provided a full design and consultancy service during the year included: the new Irish Pavilion in the Expo in Shanghai, China; Drumshanbo District Veterinary Offices; Buncrana Garda Station & Social Welfare Office and the new Marine Rescue Coordination Centre.

Energy conservation was a very important area of activity. 2009 saw the fruits of the civil service-wide staff energy awareness campaign entitled "Optimising Power @ Work". Launched in January 2008, the campaign involves staff in some 250 large buildings in the OPW's portfolio. To date savings in the region of 11% have been achieved, this equates to a monetary saving in excess of 2.5M per annum. Plans are currently under way in the preparation of tender documents for a new campaign, which will continue and strengthen the current initiative.

In financial terms the outputs of the Section are summarised as follows:

### Work Category Total Value (€m)

Capital Works	€45m
Minor Works	€15m
Maintenance Work	€22m

## National Procurement Service

### Introduction

The NPS was established in April 2009 on foot of a Government Decision assigning responsibility for procurement to the Minister of State at the Department of Finance with special responsibility for the Office of Public Works.

### Background

A significant number of organisations across the Public Sector procure without co-ordination or connectivity, and on an operational level there are concerns regarding the numbers of differing contracts for goods and services and the purchase in some instances of goods and services outside of contracts. Generally the profile of procurement across Government Departments and State Agencies is low and there are very few full-time procurement professionals operating across the public sector. This effects standards of procurement and impacts significantly on value-for-money.

The establishment of the NPS is part of an overall vision for Public Procurement which sees policy and operational structures working together. The NPS has been tasked with centralising public sector procurement arrangements for common goods and services (excluding the construction sector). By identifying key markets and analysing procurement trends, the Unit will develop a more integrated approach to procurement across the public sector utilising procurement tools such as aggregation and framework agreements. This approach will help achieve real savings and value for money.

It will be a centre of excellence for the provision of procurement advice, and will implement procurement policy in line with best practice and Government initiatives, whilst ensuring compliance with EU Directives and National Legislation.

The development of e-procurement strategies in line with the EU Action Plan will continue to ensure standardisation of processes and administrative efficiencies for both public sector buyers and suppliers (e.g. supplier register). In line with these initiatives, continued provision of training will improve the standards of procurement across the public sector.

### 2009 Achievements

#### 1. Savings

A target of €25 million had been set by way of targeting contracts in excess of €100,000 for goods and services (excluding construction). This strategy resulted in savings of €27.253 million being achieved in 2009. (Exceeding the original target by 9%). The budgetary effects of savings accrued are a matter for each Department and Agency.

#### 2. Staffing

The NPS is located in the OPW headquarters in Trim Co. Meath. The staffing of the unit has been built up over the year by identifying personnel who have procurement experience from across the Civil Service and now stands at ten in Dublin and sixteen in Trim.

## 3. Board of NPS

The Board of the **NPS** was established in April 2009. It is chaired presently by the Minister of State and consists of representatives from the following organisations:

- Office of Public Works
- Department of Finance
- Department of the Taoiseach
- Department of Education and Science
- Department of Justice
- Department of Environment, Heritage and Local Government
- Health Services Executive
- A central Government representative from the Department of Justice
- The Central Procurement Directorate, Northern Ireland.

## 4. Standard Documentation

The standardisation of tender and contract documentation for goods and services has been identified as an urgent requirement and in consultation with the Chief State Solicitors this process has begun.

## 5. Working relationships

The NPS to date has corresponded with all public sector bodies (8% contract reduction). Furthermore, a significant number of strategic contacts have been developed in 2009. Collaboration with Departments, Agencies and public bodies will continue to be developed on an incremental basis. Furthermore the relationship with our colleagues in the Central Procurement Directorate (CPD) in Northern Ireland is continuing to develop.

## 6. Statistical Information

The estimated spend across the public sector for goods and services was €8-10bn with a further €7bn (approximately) on works. The NPS has brought together statistical information on the 'top fifty' spends of all Government Departments Offices and Agencies. Whilst not fully complete it is the first time that such specific information has been compiled and it is now being used by the NPS in its strategic approach to various markets in 2010.

## 7. E-Tenders replacement

A Pre Qualification Questionnaire was issued in December for replacement and upgrading of the existing e-tenders system. Responses due back by 29th January 2010. A draft RFT is with the CSSO for approval to issue in 2010.

## 8. Financial requirements for eligibility to tender

The NPS in consultation with the Department of Finance is seeking to offer guidance to contracting authorities on appropriate levels of financial data and financial capacity required for eligibility to tender for public sector contracts.

## 9. Presentations

Strategic presentations have been given at a number of conferences, seminars and specific groups/bodies.

Examples are as follows:

- Strategic guidance to the Print Forum on procurement matters
- Strategic guidance to the Incorporated Law Society on procurement matters
- Input to a number of formal academic courses.

## 10. Other Publications

The NPS participated in the group responsible for the 'Buying Innovation, 10 Step Guide', issued by the Department of Enterprise Trade and Employment.

## NPS Strategy

The NPS has developed a new **strategy** incorporating a strategic approach to Public Service Procurement which will cover the functions of the NPS.

Its main features will be:

- **Targeted and Strategic Sourcing** of goods/services for a cross sectoral public service market
- Provision of **learning and development** opportunities for both procurers and suppliers
- Launch of new upgraded **e-Procurement** platform
- Launch of a new **NPS website**
- Provision of a **procurement guidance** service

## Strategic Sourcing

- Using the data obtained from procurers across the public sector the NPS will be embarking on a strategic, collaborative approach targeting a number of purchasing categories that are common to a wide number of public service providers.
- It will be the norm for the NPS to consult the market prior to engaging in major procurement projects.
- Innovative solutions will also be actively encouraged in line with the 'Buying Innovation, 10-step Guide'.
- The NPS will engage with the market in 2010 for a number of major categories including – energy, fuels, vehicles, office stationery, IT Consumables, Travel, Photocopying Paper, Office Equipment, Postage.
- Maintain the traditional GSA contracts including, printing, janitorial uniforms, personal protective equipment, advertising, etc.

## Education, Training and Communication

The continued development of both suppliers and clients will be facilitated through a targeted education programme including publications, surveys, advertisements and the development of a dedicated NPS website.

## eProcurement

The procurement and development of a new eTenders system, in line with the EU Action Plan on eProcurement, is the next step in achieving reductions in administrative overhead for all contracting authorities and suppliers and ensuring compliance with EU Directives.

The competition is currently in PQQ phase. This will provide a more flexible approach to public sector procurement through the use of e-auctions, contract management, more simplified processes for suppliers and buyers, and increasing the statistical information to available tenderers.

## NPS Website

The NPS are actively working on developing a new one-stop-shop website covering all procurement needs, including information on accessing NPS contracts, guidance, new developments in legislation and promoting the use of forums to enable procurement knowledge to be widely shared amongst procurement professionals working in the Public Sector.

## Guidance Service

The NPS will be actively engaged with the CSSO, Attorney General's Office and NPPPU to ensure best practice is adhered to. The NPS will engage with public service organisations in providing guidance and support in procurement related matters. The NPS website will be an important tool for disseminating information about NPS managed contracts and guidance material.

## Advisory Group to assist NPS

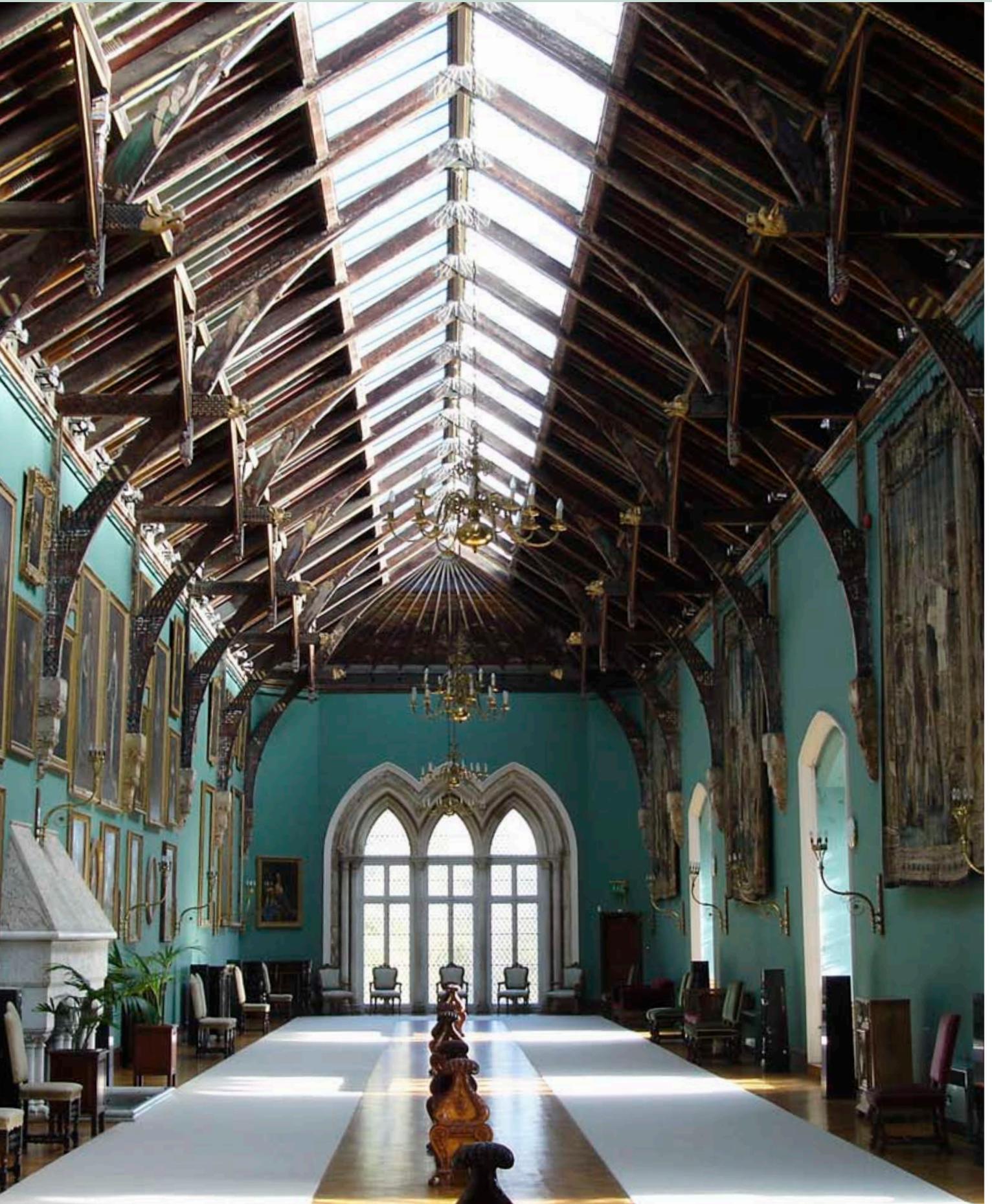
The NPS will shortly finalise details of an advisory group that will assist the NPS in its work during the year.

## Continued Professional Development

Many members of the NPS team, as well as having practical procurement experience, have been trained in Public Procurement procedures via a number of courses on offer through recognised educational bodies. Many members will have attended specific procurement training by the end of the year. All other training needs will be met in accordance with CPD principles.

## MBS in Strategic Procurement

The MBS in Strategic Procurement is taught in Dublin City University (DCU). The programme operates on a modular basis over two years, with delivery based on a block release on Thursday, Friday and Saturday once a month during the academic year. The NPS and NPPPU encourage public and private sector organisations to propose and support candidates involved in procurement in their organisations for inclusion in the Programme.



# Heritage Services

## National Monuments

### Financial

#### Subhead 12

1. €17,339,949 was expended in 2009 from the 12 Subhead. (Of this, €11,451,677 was spent on PAY and the remaining €5,888,272 was spent on NON PAY).

### General

During 2009 the six national monuments depots were responsible for the maintenance and upkeep of the some 750 national monuments in state care, including approximately 60 sites, which provide a visitor service/centre. To support the main depots we operated a total of 12 sub depots across the country in places such as Cong, Co. Mayo, Kinsale Co. Cork, Cashel, Co. Tipperary and Ashtown in the Phoenix Park. In addition to our core conservation work, the maintenance of sites in state care involved each depot undertaking the following – the service of plant, machinery and transport; the purchase of small plant such as grass cutting equipment, the provision of materials such as fuel, timber, scaffold, sand, stone and mortar; the provision of security and cleaning services at visitor centres as required; the maintenance of audio visual equipment at sites, the provision and erection/maintenance of interpretative panels as required; and the maintenance of security, fire and service equipment. The allocation to each depot was also used to fund items such as specialist reports, archaeological excavation/monitoring and management plans.

During 2009 National Monuments Division also dealt with, on a daily basis, requests from the general public, local groups, local authorities, etc. for permission to use specific monuments for various purposes.

### Works/Services for the Department of the Environment, Heritage and Local Government

€1.605m was expended in 2009 by OPW National Monuments on works/services on behalf of the Department of the Environment, Heritage and Local Government. This expenditure relates to the installation/upgrading of audio-visual shows and exhibitions at national monument sites in State care; the operation of an apprenticeship scheme aimed at building up a skills base in traditional building conservation skills; and a number of conservation projects at national monument sites.

## Visitor Services

The primary function of OPW Heritage Services is the conservation and preservation of built heritage in its care. In addition to this statutory function, the Service also provides a range of measures designed to support visitor access and ensure that sites are presented to the public. This work is carried out by Visitor Services.

## Guide Service under Visitor Services

Safe public access to the built heritage sites was achieved by augmenting the Permanent Guides cadre with the recruitment of 304 Guides on a seasonal basis. In total, 405 staff were directly employed by OPW at sites ensuring Guide coverage at 60 sites nationwide.

In 2009, approximately 2.5 million people visited the sites operated by Visitor Services. This figure includes visitors to all sites where a Guide Service is provided with the exception of Castletown House, Farmleigh and the National Botanic Gardens.

## Heritage Card

The OPW Heritage Card gives free and unlimited access for one year to all fee paying OPW and Department of the Environment, Heritage and Local Government sites (except in the case of Muckross Traditional Farms) in Ireland.

Nearly 17,700 Heritage Cards were sold in 2009, which reflects the popularity of the Heritage Sites and the exceptional value for money that the card affords the holder.

## Heritage Week

Heritage Week, celebrating the unity and diversity of Europe's cultural heritage, is part of European Heritage Days, is a joint action of the Council of Europe and European Commission. OPW continued its involvement in the project, which is managed by the Heritage Council and was a key contributor to the week, which took place from 24th to 31st August 2009.

These events celebrated the history of the sites in a variety of ways including music, literature, re-enactments and guided tours.

## Other events

Visitor Services also facilitated a number of varied events outside of Heritage Week. These included concerts by such performers as Paul Brady and Imelda May which were held at Charles Fort in July 2009 as part of Kinsale Arts Week as well as the 2009 Pan Celtic Festival Launch which took place at Donegal Castle during April.

## Customer Service

### Publications

During 2009, Visitor Services continued its proactive approach in providing information on the built heritage sites within its remit. Work commenced on the provision of an updated French and German "Heritage Sites of Ireland" Map Brochure which will be in place for the 2010 season.

### Advertising and General Awareness

In 2009, we continued with a policy of placing print advertising only in publications dealing directly with the Tourist or Travel trade.

We also became involved, on a trial basis, with a small number of local Tourist Groups. This has led to increased co-operation in terms of marketing and advertising.

Our website [www.heritageireland.ie](http://www.heritageireland.ie) has become well established and we endeavour to ensure that the information is accurate and up to date. It is an effective means of informing the members of the public about any given situation which may arise at our sites.

## Historic Properties

**In the latter half of 2009 Historic Properties and Events Management were amalgamated into a single Section – National Historic Properties under the new Director Mr Joe Farrell.**

Historic Properties is responsible for the conservation, management and development of over 22 Historic Properties and the provision of access to these properties. These include such flagship properties as the Phoenix Park, National Botanic Gardens, St. Stephen's Green Park, Battle of the Boyne (Oldbridge Estate), Illnacullin (aka Garinish Island) and JFK Arboretum.

The brief of responsibilities encompasses restoration of Historic Buildings, provision of Visitor facilities, upgrading and restoring Historic Parks, Gardens and Arboreta, and the presentation and interpretation of the properties.

- Developing and managing Historic Properties as models of excellence in the conservation and presentation of the built heritage.
- Recognising and taking cognisance of the unique characteristics of each property in developing management.
- Presenting heritage sites with a Guide service to the highest standards and promoting the uses of each property consistent with site protections and educational values
- Conducting promotion campaigns, market research and analysis and producing publications.

## Major projects or works were undertaken at the following sites in the course of 2009

### Phoenix Park, Dublin

Major tree care programme of plantations along Conyngnam Road from Parkgate Street to Chapelizod entrances to the Phoenix Park.

New Roundabout at Mountjoy Cross.

New Laurel Lawn road layout and roundabout system.

North Road Cycle path.

One-way road system with enabling works at Chapelizod Gate entrance.

Refurbishing of staff facilities at Klondyke plant nursery.

## Heywood Gardens, Co. Laois

Works completed this year included the reinstatement of the paving slabs around the lawn terrace area of the Lutyan's Garden, the upgrading of the staff accommodation and new signage and interpretation was provided throughout the site. Remedial works to Claude's Seat and the Bath House have commenced.

## Botanic Gardens

Commencement of Restoration of Staff Canteen and Foreman's building.

Commencement of Teak House restoration.

## Altamont Gardens

Works to provide urgently required staff accommodation and public toilet facilities are underway.

## Derrynane House

21,330 people visited Derrynane in 2009. Improvement works were carried out to the water supply in Derrynane House. Coastal repair works were undertaken to the beach area. On-site signage was upgraded. Considerable expansion of plant collection in the garden was carried out.

## Garinish

A display case highlighting the achievements and the invaluable contribution to Illnacullin of the Scottish gardener Murdo MacKenzie was installed on the island. Considerable expansion of plant collection in the garden was carried out.

## Doneraile

Minister of State, Dr, Martin Mansergh T.D. officially opened the new playground in May, this facility is a major addition to the site and has attracted visitors from near and far. A programme of works is underway including the provision of a new overflow carpark, works to the windows of the main house and Gardener's Cottage and roof works on the Coach House.

## Facilities Management

The Facilities and Event Management Unit is primarily responsible for the management of a number of prominent State properties that are used to provide facilities for State functions and hospitality. The management of Dublin Castle and its Conference Centre and Farmleigh forms the core of the Unit. Other properties managed by the Unit include Áras an Uachtaráin, the Marlborough Street complex of the Department of Education and Science, the North Range of the Royal Hospital Kilmainham and Castletown House.

The nature of the service may vary depending on the character of the property. It typically includes grounds maintenance, security and general co-ordination of all necessary services for the upkeep and running of the properties.

## Castletown House

There were 10,500 visitors to Castletown House itself in 2009 and 25,000 people attended the various events held at the House during the year.

### Events

Free Music Events open to the public and 4 Farmers Markets were held every Sunday over the summer months.

Camerata Ireland Orchestra and Barry Douglas held a successful weekend of concerts and related music activities in September. The Music in Great Irish Houses performed their annual concert in June.

### Projects

A conservation project on the restoration of the Farmyard Buildings commenced on site in 2009.

The very rare Murano chandeliers in the Long Gallery were restored.

As part of the phased restoration of the demesne amenities and features the lower pond has been de-silted by OPW. This work was also part of potential flood alleviation works.

## Farmleigh

Farmleigh hosted a number of important visits during 2009 which included the Prime Minister of Tanzania and the Prime Minister of Macedonia. Farmleigh's role as a venue for high level Government events was underlined again in 2009 with 84 such events taking place attended by 4511 delegates.

2009 marked another highly successful year for Farmleigh's public access programme. 245,937 visitors attended and enjoyed the various open days, guided tours and free public events from March through to December.

## Kilkenny Castle

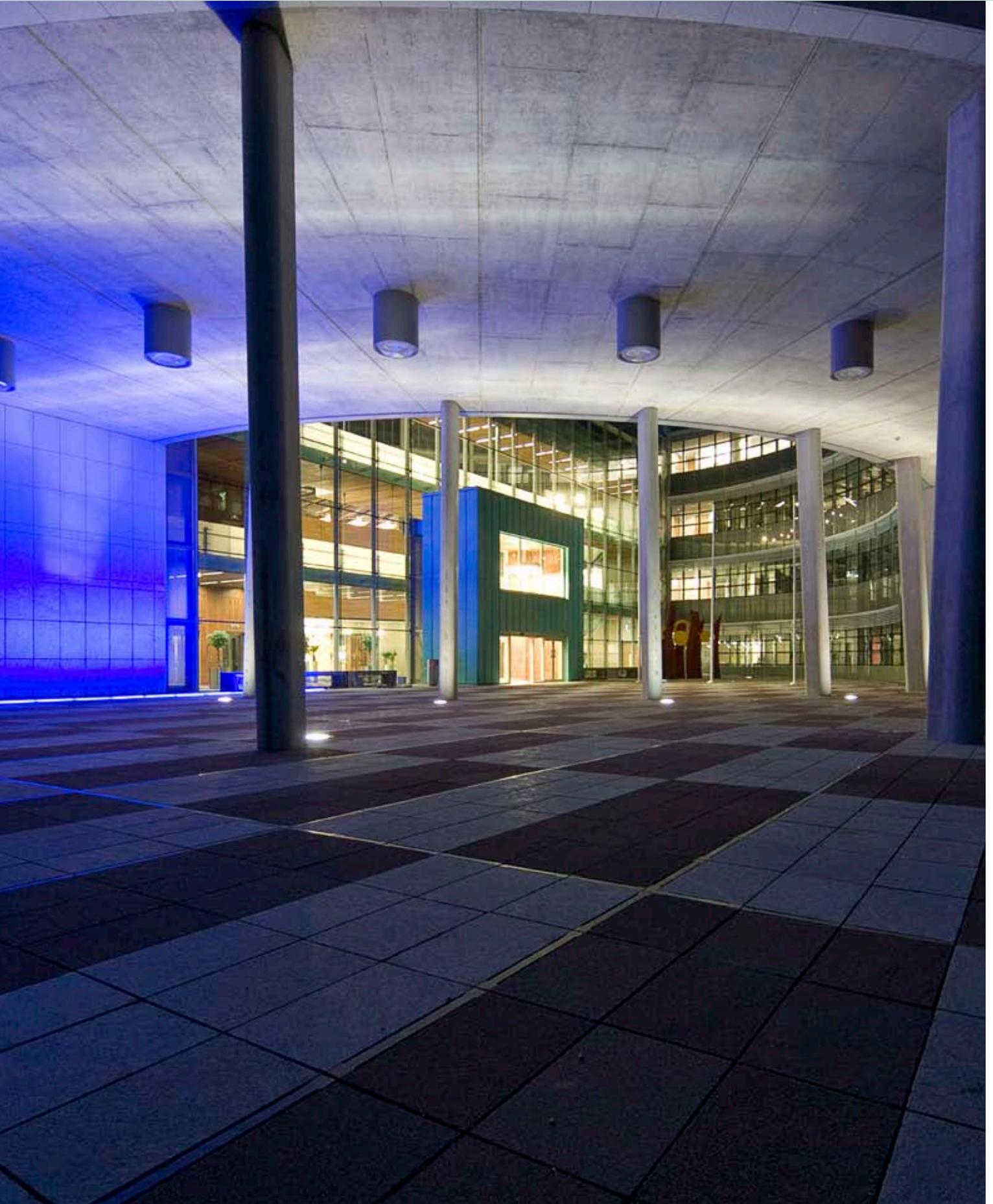
In order to meet visitor demand the self-guiding tour was introduced on the 17th March and the upgrading of the presentation of the Castle, parkland and collections continued throughout the year including re-sanding and varnishing of the floors in the Picture Gallery and Dining Room and upgrading and improvement work to the pond area in the grounds. An application for Museum Accreditation was submitted in June

## Dublin Castle

Conference & Events: 337 events took place in Dublin Castle in 2009, with an attendance (at these events) of approximately 35,000 people.

Guided Tours: The number of visitors to the State Apartments in 2009 was 127,740.

Event Management: 92 events took place at a number of locations in 2009.



# Corporate Services

## Staff and Senior Personnel

### OPW staff as at 31 December 2009

Minister of State and Administrative	440
Architectural	122
Engineering	79
Other	30
OPW Grades (including seasonal/casual)	1,236
<b>Total</b>	<b>1,907</b>

### Senior Personnel

Seán Benton to 04/09/09  
*Chairman of the Office of Public Works*

Clare McGrath from 05/09/09  
*Chairman of the Office of Public Works*

### Property Services

Commissioner Clare McGrath  
(to September, 2009)

Commissioner John Sydenham  
(from November, 2009)

### Project Management Services

Commissioner John Mc Mahon

### Property Management Services

Tom Costello  
Paul Molloy  
*Principal Officers*

### Property Maintenance

Angela Rolfe  
*Head of Maintenance*

### Health and Safety Unit

Ken Moore  
*Assistant Principal Officer*

### Heritage Services

Dermot Burke  
*Principal Officer*

### Architectural Services

Pat Cooney  
*Director of Architectural Services*

Liam Egan  
Michael Haugh  
Ciaran O'Connor  
Klaus Unger  
Finbar Wall  
*Assistant Principal Architects*

### Facilities Management

Liam Basquille  
*Principal Officer*

Mary Heffernan  
*General Manager, Farmleigh*

Tommy O'Shaughnessy  
*General Manager, Dublin Castle*

## National Procurement Service

Martin Bourke  
*Principal Officer*

## Engineering Services

Tony Smyth  
*Director of Engineering Services*

Jim O'Sullivan  
*Chief Mechanical & Electrical Engineer*

Leslie Lennox  
Tom Sherlock  
*Principal Officers*

Mark Adamson  
Tom Bolger  
Michael Collins  
John Curtin  
John Gallagher  
*Assistant Chief Engineers*

## Corporate Services

Vincent Campbell  
*Director of Corporate Services*

## Personnel & Development Services

June Thompson  
*Principal Officer*

## Equality Unit

Mary O'Reilly  
*Equality & Disability Officer*

## Employee Assistance Service

Lorus Collum  
Eileen Maher  
*Employee Assistance Officers*

## Organisation Unit, FOI, Legal Services

Enda Mulvihill  
*Principal Officer*

## Art Management

Pat Murphy  
*Art Advisor*

Jacque Moore  
*Deputy Art Advisor*

## Project Management Services

Brian Allen  
Kevin Connolly  
*Principal Officers*

Aidan Quinn  
*Head of Quantity Surveying Services*

## Decentralisation Unit

Michael Fennelly  
*Principal Officer*

## Financial Services and Government Supplies Agency

Joe Farrell  
*Principal Officer*

## Public Relations Office

George Moir  
*Public Relations Officer*

## Financial Services and IT

Mick Long  
*Principal Officer*

## Personnel

The Personnel Division in the Office of Public Works (comprising two units viz. Established Personnel and Industrial Personnel) provides a support service to a large multi-faceted and multi-locational organisation with a workforce of over 1,900 (rising to near 2,300 in summer months) in administrative, professional, technical and industrial grades.

Because of the diverse nature of the work carried out by OPW its staff have a wide mix of competencies and skills. This diverse and talented staff cadre input into the businesses undertaken by OPW across areas such as procurement, property maintenance, property and project management, architectural design, engineering services, heritage conservation and preservation and flood relief management.

In 2009 the Personnel Division provided a range of services to both management and staff in OPW (e.g. recruitment, promotion, pay and pensions, work-life balance options and various leave options) while meeting internal organisational challenges arising from decentralisation and dealing with the evolving complexity of employment law and with individual staff member issues.

Under the Government's Decentralisation Programme, 26 staff transferred into OPW and 20 staff transferred out of OPW in 2009.

Ongoing communications were conducted with staff and unions through the formal representative forums of Partnership and Departmental Council as well as with individual unions and staff on particulars.



Trim HQ Official Opening: Minister Martin Mansergh with Derry McVeigh, Brian Dunleavy, Patrick Keating, Susan Gore, Brian Dorman and Peter Marron, Service Officers.

## ICT Unit

The main focus in 2009 was the delivery of the projects and services set out in its Business Plan.

The key projects were:

- (a) Transfer of ICT Services from the temporary decentralised office in Scurlockstown, Trim, Co. Meath to the new Headquarters Building at Jonathon Swift Street.
- (b) Transfer of ICT services and hardware for those staff in 51 St. Stephens Green who were relocating to the new HQ building.
- (c) Installation and configuration of wireless networks, video-conferencing and Voice over IP services (VOIP) to support new decentralised business structure.
- (d) Installation and configuration a new centralised Storage Area Network (SAN) in the Trim HQ building. This facilitated the off-site replication of important data through a process called “mirroring” between the Trim and main Dublin offices. This will support the OPW’s business continuity efforts in the event of a disaster recovery scenario.
- (e) The Unit went to tender for upgrades to the Wide Area Network (WAN) links across a range of the Office’s local sites to improve network performance and allow for the greater utilisation of video-conferencing and VOIP between remote sites.

## Helpdesk Stats

The ICT Helpdesk completed 10,408 user calls in 2009, as compared to 9,427 in 2008 (+10.5%). This increase could be accounted for by the introduction of new technologies as part of the relocation to Trim HQ and users needing time to become familiar with same.

## Freedom Of Information (FOI)/Legal Services

During 2009 the FOI/Legal Services Unit processed 56 FOI requests, 87 new claims reports for handling by the State Claims Agency, 21 queries for handling by the Chief State’s Solicitors Office and a number of miscellaneous legal queries.

## Internal Audit

The primary functions of the Internal Audit Unit are to provide independent assurance to the Accounting Officer (Chairman) on the adequacy of the internal control systems in the Business Units of the Office and the level of compliance with them.

Fifteen internal audit reports issued during 2009 that established the adequacy of internal control systems and the level of compliance with relevant legislation, standards, regulations and procedures in the Property Maintenance and Heritage Services Business Units and parts of Corporate Services.

The Audit Committee oversaw the work of the Internal Audit Unit throughout the year.

## Equality Unit

In 2009, the Equality Unit continued to support the rights of OPW employees to dignity in the workplace by implementing the anti-harassment, sexual harassment and bullying policies enshrined in *A Positive Working Environment* and in relevant Employment Equality and other statutory provisions. Activities included the management of complaints, arrangement of practical measures to assist staff with disabilities, participation in surveys, job-shadow initiatives and engagement with the Civil Service Disability Liaison Network. The brief of the Equality Unit extends to administrative, professional, technical and industrial staff within the OPW.

## Training unit

### 2009

Staff continued to avail of many training opportunities provided in 2009. Regular courses were provided in computer skills together with continuous professional development (CPD) training for professional and technical staff. The Refund of Fees scheme provided staff with the opportunity to study outside Office hours. Various training courses in clerical and executive administration skills were delivered, as well as an investment in leadership training for senior managers. A large number of staff attended seminars and conferences on a wide range of work-related topics. The very successful programme of pre-retirement training continued through 2009 with well-attended courses being held in Dublin, Cork and Galway.

## Accounts Branch

OPW's Accounts Branch is responsible for:

- making authorised payments, principally payroll and contractors claims,
- recording, managing and accounting for the Office's financial resources,
- putting forward, effectively and on time, the Office's Estimate requirements and managing expenditure within the voted allocation, and
- briefing the Minister and Management Advisory Committee on financial issues.

In 2009, Accounts Branch processed

- 37,908 Instructions to Pay (ITPs),
- 9,214 receipts,
- 5,496 travel claims,
- 4,530 rents payments and
- paid the salaries and wages of up to 2,500 staff.

Accounts Branch managed voted and non-voted expenditure totalling €586m, receipts of €156.2m and €11.9m in Local Loans repayments.

Apart from the ongoing activities of the Branch, Accounts continued to work closely with the MIF Project Team in developing and enhancing the Integra Financial System and 2010 will see the roll-out of the Purchase to Pay module of Integra. EFT payments and receipts were introduced for Contractors during 2009. The presentation of the Annual Output Statement for the Office to the Dáil Select Committee on Finance and the Public Service and the monitoring and reporting requirements necessary to remain within tighter spending allocations will be a priority in the coming year.

## MAS

The Management Accounting Service continues to be deeply involved in the development of the 'Integra' financial system which in 2009 concentrated on the Purchase to Pay module. Annual and periodic accounts or financial statements were produced in respect of Architectural Services, Procurement Services, Art Management and the Central Engineering Workshops. The Management Accounting Service has responsibility for compilation of the OPW Capital Asset Register.

## Public Relations Department

In 2009 the Public Relations Department dealt with over 800 queries from members of the public and media in relation to OPW activities the length and breath of the country. The production of OPW publications, such as the Annual Report, Obair magazine and other periodicals continued throughout the year.

The Public Relations Department continues to maintain the umbrella of OPW websites and during 2009 new sites went online for Kilkenny Castle [www.kilkennycastle.ie](http://www.kilkennycastle.ie), Farmleigh [www.farmleigh.ie](http://www.farmleigh.ie), Castletown [www.castletown.ie](http://www.castletown.ie) and the Phoenix Park [www.phoenixpark.ie](http://www.phoenixpark.ie). An upgrade of the intranet for OPW staff was also completed in 2009. An integrated content management system now allows dedicated staff to upload relevant content to their particular websites.

The Public Relations Department continued to provide support services for all OPW events throughout the country in 2009. Given the severe weather, particular emphasis was placed on Flood Risk Management activity. The opening of the new OPW headquarters in Trim, County Meath was a significant media event and received a lot of publicity.

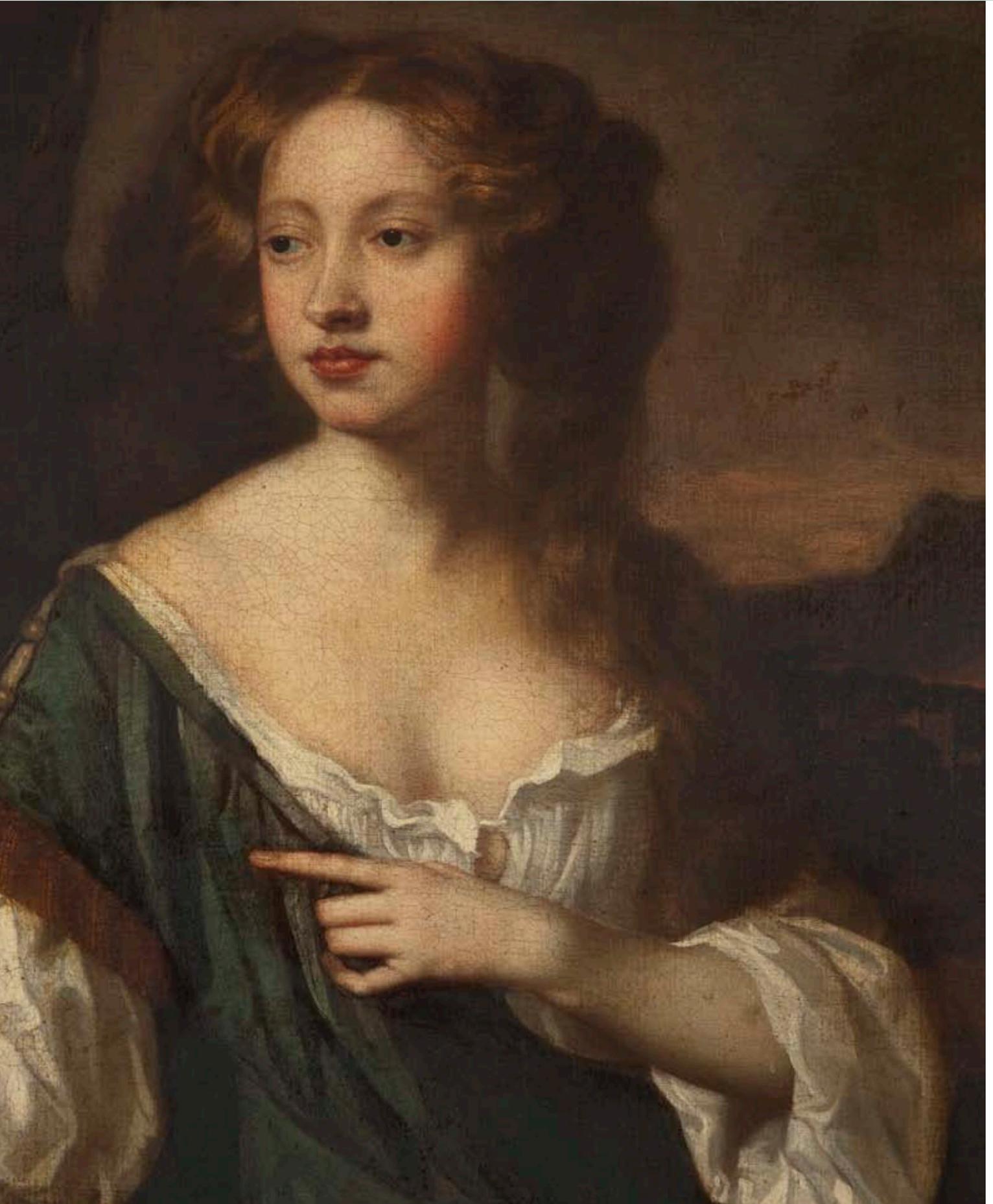
Neil Ryan succeeded George Moir as OPW Press Officer in October of 2009. The Public Relations Department is now based in the new HQ in Trim but also retains a presence in Dublin.

### Art Management Office

Many Per Cent for Art projects were undertaken by the Art Management Office throughout the year including the installation of *Liquid Mountain* by Andrew Kearney in Wexford Opera House, the installation of *Poem Sculpture* by Vivienne Roche in collaboration with the poet Derek Mahon in the decentralised headquarters of the Department of Arts, Sport & Tourism in Killarney, and the figure of Justice by Leo Higgins was installed on the façade of the new Criminal Courts Complex on Infirmity Road in Dublin. The care and conservation of the State Art Collection continued to be a priority in the Art Management Office work programme. A major inventory project was also in hand to ensure best practice in managing the collection that is located in hundreds of public spaces and heritage properties nationwide.

The theme for the 2009 annual touring exhibition was portraiture and the exhibition was aptly titled *Faces*. It featured portraits dating from the 17th century, including *The Countess of Southampton* by Anthony Van Dyck, and more contemporary works, such as the commissioned portrait of former Taoiseach, Bertie Ahern TD. The exhibition was organised in co-operation with the Department of Finance and Personnel of Northern Ireland. It visited Queen's University, Belfast, Flowerfield Arts Centre in Portstewart, Co. Derry, the Main Guard, Clonmel, Co. Tipperary, and Farmleigh Gallery in the Phoenix Park, Dublin, where Minister Martin Mansergh TD and Minister Sammy Wilson of the Northern Ireland Executive jointly opened the exhibition.

Dr. Patrick J. Murphy, Art Adviser retired in September 2009 after ten years of committed service to the OPW and the arts.



# Financial Review 2009

## Expenditure Programme

The table below shows, on a programme basis, all expenditure managed by OPW in 2009 (2008 figures are shown for comparison). This involves funds granted directly to OPW via Vote 10; funds administered on behalf of the Department of Finance; and expenditure on works and services managed on a repayment basis by OPW for other Government Departments and State Agencies.

### Capital And Non Capital

<b>1</b>	<b>Property and Project Management Services</b>	<b>2008</b>	<b>2009</b>
		<b>€000</b>	<b>€000</b>
1.1	Purchase of sites and buildings	39,925	5,746
1.2	Building Programme	325,816	189,691
1.3	Maintenance, material and supplies	73,955	59,607
1.4	Fuel, electricity, water, cleaning materials	1,902	1,724
1.5	Rent, rates etc.	146,726	165,353
1.6	Grant for Certain Refurbishment Works	11,000	9,350
	<b>Programme Total</b>	<b>599,324</b>	<b>431,471</b>
<b>2</b>	<b>Engineering Services</b>	<b>2008</b>	<b>2009</b>
		<b>€000</b>	<b>€000</b>
2.1	Drainage surveys	1,540	1,396
2.2	Flood Risk Management	24,879	36,461
2.3	Maintenance Works – Maintenance costs of completed schemes	19,576	17,713
2.4	Engineering Works for other Departments	59	93
2.5	Purchase of Engineering plant and machinery	1,007	970
2.6	Maintenance of Engineering plant and machinery	2,262	1,975
	<b>Programme Total</b>	<b>49,323</b>	<b>58,608</b>
<b>3</b>	<b>National Procurement Services</b>	<b>2008</b>	<b>2009</b>
		<b>€000</b>	<b>€000</b>
3.1	Government Publication Services and Art Management	1,626	1,578
3.2	General Procurement Services	0	100
	<b>Programme Total</b>	<b>1,626</b>	<b>1,678</b>

<b>4</b>	<b>Heritage Services</b>	<b>2008</b>	<b>2009</b>
		<b>€000</b>	<b>€000</b>
4.1	Historic Properties	18,616	16,744
4.2	National Monuments	18,793	17,340
4.3	Visitor Services	9,306	8,189
4.4	President's Household Staff	1,001	877
	<b>Programme Total</b>	<b>47,716</b>	<b>43,150</b>
<b>5</b>	<b>Corporate Services</b>	<b>2008</b>	<b>2009</b>
		<b>€000</b>	<b>€000</b>
5.1	Salaries, wages and allowances	42,177	42,142
5.2	Travel and subsistence	1,650	1,096
5.3	Incidental expenses	2,001	869
5.4	Postal and telecommunications services	2,193	2,189
5.5	Office equipment and other office supplies	4,277	3,225
5.6	Office premises expenses	1,240	1,245
5.7	Consultancy Services	86	20
5.8	Value for Money and Policy Reviews	10	16
	<b>Programme Total</b>	<b>53,634</b>	<b>50,802</b>
	Total Gross Expenditure	751,623	585,709
	Appropriations in Aid	25,527	31,447
	<b>Funding of Programmes</b>	<b>2008</b>	<b>2009</b>
		<b>€000</b>	<b>€000</b>
	Vote 10 Office of Public Works (Gross)	634,861	478,349
	Departmental Vote Accounts managed by Office of Public Works	116,762	107,360
	<b>Total</b>	<b>751,623</b>	<b>585,709</b>
	<b>Funds Managed by OPW on behalf of the Department of Finance</b>	<b>2008</b>	<b>2009</b>
		<b>€000</b>	<b>€000</b>
	Local Loans	13,327	11,908

Works and Services Managed by Office of Public Works in 2009	2009 €000
Projects/Property	0
National Procurement Service – Drawdown Contracts & Furniture Services	66,330
Architectural Services	130,000
National Lottery Sport Grants	
	<b>196,330</b>

## Returns made to the Department of Enterprise, Trade and Employment under Government Decision No S29296 of 19 May 2009

Details	Number of Payments	Value (€)	Percentage (%) of total payments made
*Total payments 15/6/09 to 31/12/09	23,712	236,911,538.97	100%
Number of payments made within 15 days	19,080	214,778,382.64	80.47%
Number of payments made between 16 and 30 days	4,181	20,659,977.84	17.63%
Number of payments made in excess of 30 days	451	1,473,178.49	1.90%

Penalty interest payments amounting to €13,643.30 were made by OPW in 2009 under the Prompt Payment of Accounts Act, 1997.

*\* Under the Government Decision, the first report we were required to submit to the Department of Enterprise Trade & Innovation was for the period 15 June 2009 to 30 September 2009. Accordingly the figures above cover the period 15 June 2009 to 31 December 2009.*

## Barretstown Castle Trust

### The Trust

The Office of Public Works (OPW), as trustees to the trust, have maintained a suspense account since January 1987 until the current time. This account records all transactions undertaken on behalf of the trust. The balance on this account relates to expenditure incurred by the OPW on behalf of the trust, offset by draw downs from the trust bank accounts. The account has been maintained on a cash accounting basis, i.e. no accruals or prepayments have been recognised at the accounting dates. This report sets out an income and expenditure account and balance sheet all of which have been prepared on the accruals basis of accounting in accordance with generally accepted accounting principles.

The castle and surrounding lands, which have been vested in the trust, do not appear in the balance sheet of the trust as they were acquired at no cost.

### Income and Expenditure Account *For the year ended 31 December 2008*

	*Note	2008 €	2007 €
<b>Income</b>			
Interest receivable	*1	12,553	10,825
<b>Expenses</b>			
Accountancy fees		2,065	2,300
Camper Scholarship Scheme		5,000	5,000
Barretstown Ball		–	3,500
Camp sponsorship		–	1,000
		7,065	11,800
Surplus/(deficit) for the year		5,488	(975)

## Balance Sheet *At 31 December 2008*

	*Note	31/12/2008 €	31/12/2007 €
<b>Current Assets</b>			
ACC deposit account	*3	253,969	265,815
Accrued deposit interest receivable		3,135	2,936
		<u>257,104</u>	<u>268,751</u>
<b>Current Liabilities</b>			
Accruals	*4	(2,654)	(20,066)
Office of Public Works – current account	*5	(4,452)	(4,175)
		<u>(7,106)</u>	<u>(24,241)</u>
<b>Net Current Assets</b>		<u>249,998</u>	<u>244,510</u>
<b>Represented By</b>			
Capital Account	*7	249,998	244,510

## Notes to the Financial Statements *31 December 2008*

<b>*1. Income</b>	Interest receivable relates to interest earned on the ACC deposit account.
<b>*2. Expenses</b>	Under the current lease terms with the Gang Camp, all outgoings including maintenance and repairs of the castle are the responsibility of the Gang Camp. The Camper Scholarship Scheme payment of €5,000 (2007: €5,000) relates to an undertaking by the trust to renew the annual sponsorship of a child at the camp.
<b>*3. ACC Deposit Account</b>	The balance on the ACC bank deposit account agrees with the bank statement as at 31 December 2008.

*4. Creditors (amounts falling due within one year)	31/12/2008 €	31/12/2007 €
Ernst & Young:		
– Accountancy Fee – 2006	–	2,178
– 2007	–	2,300
– 2008	2,066	–
Camper Scholarship Scheme	–	15,000
General accrual	488	488
ESB	100	100
	2,654	20,066

\*5. The OPW current account balance of €4,452 (2007: €4,175) relates to amounts owed by the Trust reflecting the current or “suspense” account maintained by the OPW.

\*6. The OPW continues to support Barretstown Castle Trust in respect of expenditure on capital works, wages and maintenance. These costs have been accounted for in Government accounts.

*7. Capital Account	31/12/2008 €	31/12/2007 €
Balance at beginning of year	244,510	245,485
Surplus/(deficit) for the year	5,488	(975)
Balance at end of year	249,998	244,510

\*8. The financial statements of Barretstown Castle Trust refer only to the management of the trust. The assets (Barretstown Castle and surrounding lands), which the OPW maintains, do not appear in the financial statements of the trust as they were acquired at no cost.

# Awards

## Awards Won by OPW 2009

Section	Property	Award	Awarding Authority
Architectural Services, (in conjunction with Grafton Architects)	Dept. of Finance – 7-9 Merrion Row	Irish Architecture Award	RIAI
Architectural Services	Merrion Row Office and Military Billets	Shortlisted for Downes Medal	AAI Award
Architectural Services (in conjunction with Keith Williams Architects)	Wexford Opera House	Award Winner	Bank of Ireland OPUS Architecture & Construction Awards 2008
Architectural Services	Wexford Opera House	International Finalist	World Architecture Festival
Architectural Services	Wexford Opera House	International Finalist	LEAF Awards
Architectural Services	Wexford Opera House	Best Cultural Building	RIAI Awards
Architectural Services	Wexford Opera House	Shortlisted: Penultimate Round	Stirling Prize Nomination
Architectural Services	Wexford Opera House	Award Winner	RIBA Award
Architectural Services	Wexford Opera House	Special Jury Award	Irish Times
Architectural Services	Haughton House, Dublin Zoo	Exhibition Award in the Conservation category	Irish Architectural Awards
Architectural Services	Food Safety Office, Backweston	OPUS Over €20M Award Winner	OPUS Architecture and Construction Awards 2009
Architectural Services	Food Safety Office, Backweston	Selected for Exhibition	RIAI 2009 Architecture Awards
Architectural Services	Restoration of Turner, Peach House, Áras an Uachtaráin	OPUS Over €20M Award Winner	OPUS Architecture and Construction Awards 2009
Architectural Services	Irishtown Garda Station	OPUS between €2M and €20M Award Winner	OPUS Architecture and Construction Awards 2009
Architectural Services	Leixlip Garda Station	Best Public Building	RIAI Architecture Award
Architectural Services	Leixlip Garda Station	Highly Commended	OPUS Award
Architectural Services	Offices of Dept. of Agriculture, Fisheries & Food, Drumshambo, Co. Leitrim	OPUS between €2M and €20M Award Winner	OPUS Architecture and Construction Awards 2009
Architectural Services	Rohe House Gardens	National Urban Landscape Award	Tidy Towns

Section	Property	Award	Awarding Authority
Architectural Services (Bucholz McEvoy)	An Siopa, Leinster House	Special Mention	AAI Award
Architectural Services	Military History Exhibition, Collins Barracks	Museum of the Year 2009/10	
Heritage Services	Brú Na Bóinne Visitor Centre	Top 5 Award	Family Friendly Attractions Leinster 2009 4kids.ie
National Historic Properties	Farmleigh	Ireland's Best Award	Fáilte Ireland/Optimus
National Historic Properties	Battle of the Boyne site	The Exhibition won a Conservation award	Irish Architectural Awards
National Monuments	Newmills Complex, County Donegal	Best Site/Museum	Industrial Heritage Awards
Project Management Services	Dept. of Finance – 7-9 Merrion Row	Special Award	Architectural Association of Ireland
Project Management Services	Dept. of Finance – 7-9 Merrion Row	Award Winner	Civic Trust Awards (UK) 2009

# OPW Offices and Heritage Sites

## Office of Public Works

### Head Office

Jonathan Swift Street, Trim, Co. Meath  
Tel: (046) 942 6000  
Fax: (046) 948 1793  
LoCall: 1890 213 414

### Dublin Office

52 St. Stephen's Green, Dublin 2  
Tel: (01) 647 6000, Fax (01) 661 0747  
LoCall: 1890 213 414

Email: [info@opw.ie](mailto:info@opw.ie)  
Website: [www.opw.ie](http://www.opw.ie)

## Decentralised Office

### Project Management Services

### Heritage Services, Visitor Services

### Government Supplies Agency Publications

Unit 20 Lakeside Retail Park, Claremorris, Co. Mayo  
(01) 647 6000

### Heritage Services

Dún Scéine, Harcourt Lane, Dublin 2  
(01) 647 6000

### Quantity Surveying Section, Professional Accountants

4-5 Harcourt Road, Dublin 2  
(01) 647 6000

### Civil and Structural Engineering Services

### Flood Risk Management

17-19 Lower Hatch Street, Dublin 2  
(01) 647 6000

### Financial Services

Government Offices, Hebron Road, Kilkenny  
(056) 777 2600  
LoCall: 1890 213 424

### Government Supplies Agency/NPPOU

51 St Stephen's Green, Dublin 2  
(01) 647 6000  
LoCall: 1890 213 434

### Government Publications Sales Office

Sun Alliance House, Molesworth St, Dublin 2  
(01) 679 3515

### Furniture Branch

Mountshannon Road, Rialto, Dublin 8  
(01) 453 1588

### Building Maintenance Service

Collins Barracks, Benburb Street, Dublin 7  
(01) 702 8811

### Dublin Castle Conference Centre

Dublin Castle, Dublin 2  
(01) 645 8802

### Farmleigh

Phoenix Park, Dublin 9  
(01) 815 5900

### Castletown

Castletown, Celbridge, Co. Kildare  
(01) 628 8705

### Central Engineering Workshop

Jamestown Road, Inchicore, Dublin 8  
(01) 453 4204

## Arterial Drainage Maintenance

Newtown, Trim, Co. Meath  
(046) 943 1352

Fairgreen, Ardee, Co. Louth  
(041) 685 3256

Robinstown, Mullingar, Co. Westmeath  
(044) 48332

Ballycraine, Castlebridge, Co. Wexford  
(053) 24181

Drumbear, Cootehill Road, Monaghan  
(047) 83201

Main Street, Headford, Co. Galway  
(093) 35456

Foxford Road, Ballina, Co. Mayo  
(096) 22065

Gallows Brae, Lifford, Co. Donegal  
(074) 914 1273

Templemungret House, Mungret, Limerick  
(061) 227 139

Inch Bridge, Listowel, Co. Kerry  
(068) 21166

Connaught Harbour, Portumna, Co. Galway  
(090) 974 1086

14 Old Blackrock Road, Cork  
(021) 496 7087

## Hydrometric Services

Newtown, Trim, County Meath  
(046) 943 1352

Main Street, Headford, Co. Galway  
(093) 35456

Pearse Street, Athlone, Co. Westmeath  
(090) 649 2918

Hebron Road, Kilkenny  
(056) 777 2641

Fair Green, Ardee, Co. Louth  
(041) 685 7992

Templemungret House, Mungret, Co. Limerick  
(061) 209 118

Foxford Road, Ballina, Co. Mayo  
(096) 22065

## Regional Architectural Offices

Steward's House, White's Road, Castleknock, Dublin 15  
(01) 812 8122

Dublin Castle, Dublin 2  
(01) 677 6106

Govt Buildings, St Alphonsus Road, Dundalk, Co. Louth  
(042) 933 4221

Marino House, Finisklin Business Park, Sligo  
(071) 914 2202

Government Offices, High Road, Letterkenny  
(074) 912 1365

Barrack Street, Athlone, Co. Westmeath  
(090) 649 2087

13 Catherine Street, Waterford  
(051) 874 134

Government Buildings, Portlaoise  
(0502) 21133

Government Buildings, Anne St, Wexford  
(053) 22470

14 Old Blackrock Road, Cork  
(021) 496 6200

The Demesne, Killarney, Co. Kerry  
(064) 22300

2 Mallow Street, Limerick  
(061) 313 500

Government Offices, Thurles, Co. Tipperary  
(0504) 21532

"The White House", 8, The Claddagh Quay, Galway  
(091) 546 480

Pavilion Road, Castlebar, Co. Mayo  
(094) 902 1331

## National Monuments Depots

### Athenry Depot

District Works Manager, Raheen, Athenry, Co. Galway  
(091) 844 373

### Kilkenny Depot

District Works Manager, Hebron Road Industrial Estate, Kilkenny  
(056) 772 1813

### Killarney Depot

District Works Manager, Carrigfreaghane, Killarney, Co. Kerry  
(064) 32402

### Mallow Depot

District Works Manager, Mallow, Co. Cork  
(022) 42278

### Dromahair Depot

District Works Manager, Dromahair, Co. Leitrim  
(071) 916 4186

### Trim Depot

District Works Manager, Newtown, Trim, Co. Meath  
(046) 943 1506

# Annual Report

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