



Contents

Foreword from the Minister of State	02
Foreword from Chairman	03
Strategic Review 2006	07
Customer Charter	16
Partnership Committee Report	18
Operations Review 2006	23
OPW Decentralisation	24
Property Management Services	25
2006 Market Overview	25
Facilities and Event Management	32
Property Maintenance Services	34
Project Management Services	36
Special Projects Unit	44
Architectural Services	47
Engineering Services	51
Heritage Services	60
Government Supplies Agency	65
Corporate Services	66
Personnel Services	66
Training Unit	66
Organisation Unit	67
Legal Services	68
Freedom of Information (FOI) Unit	68
Accounts Branch	69
MIF Section	69
Management Accounting Services	69
Internal Audit	71
Art Management Office	71
Public Relations Department	72
Financial Review 2006	75
Barretstown Castle Trust	78
OPW Awards 2005	81
Events in the Atrium 2005	83
Staff & Senior Personnel 2005	84
OPW Offices throughout the country	86

Foreword from the Minister of State



I am delighted to present the Office of Public Works 2006 Annual Report and I would like to take this opportunity to acknowledge the commitment, professionalism and hard work of all staff in responding to the challenges that were set during another busy and successful year for the OPW.

This is the fifth OPW annual report which I have presented and marks a very important anniversary for the Office - its 175th year in existence. During that time the OPW have been to the fore in building our Country's infrastructure and stands to represent quality in Architecture, Engineering and Management of the State property portfolio. Credit for this must be given to the many dedicated staff, both past and present, for their professionalism and excellence.

There is no doubt that the main emphasis for the Office throughout the year was on the decentralisation programme. Site acquisitions and the provision of temporary accommodation for advanced staff progressed satisfactorily with 2006 seeing the establishment of a presence by Departments and Agencies in 14 locations. The first purpose built decentralisation office was occupied by the Department of Finance in Tullamore, County Offaly in August and I had the pleasure of jointly officially opening the building with my colleague, the Minister for Finance, Mr. Brian Cowen, T.D.. The public tendering processes continued throughout the year and the next 18 months should see significant construction works in many towns throughout the Country.

One area that deserves special mention is the release and sale of surplus office accommodation in Dublin. Since the Government's decentralisation announcement OPW have received substantial sums and I know the Office will continue with its rationalisation of property as more and more accommodation becomes available. Key sales and purchases included the sale of the "Faculty Building" in Ballsbridge, Dublin 4, which represented the highest ever price attained by the State for a commercial property sale. The Faculty Building site measures .378 of an acre therefore this sale represents an astonishing value of €95 Million per acre.

2006 saw the successful completion of many capital projects and also significant progress on the proposed National Conference Centre, the purchase of the National Concert Hall and other buildings, which will allow for upgrading of facilities and increased capacity. OPW also received the European Union prize for Cultural Heritage - the Europa Nostra award - for the National Botanic Gardens 'Palm House' restoration project.

During the year I attended the launch of the Flood Hazard Mapping website and re-launched the Public Awareness website. These measures have added greatly to improving access to information for the public and will assist planners in regard to future developments. A solution was also provided in the form of a unique rock ramp pass at the Lacken Weir in Kilkenny, which apart from resolving the issue of fish returning up stream also creates a wonderful vista in the City.

Tom Parlon, TD

Minister of State at the Department of Finance
with special responsibility for the Office of Public Works
May 2007

Foreword from Chairman



I am pleased to bring to you the 2006 Annual Report, which highlights key areas of activity in what was a most significant milestone year - our 175th anniversary. A major programme of diverse events was arranged to mark and celebrate this 175th anniversary. The highlight for me was the photographic exhibition, which celebrated both the history of the OPW and the people who have worked here over the years.

In relation to 2006 generally, Decentralisation was uppermost in our work with the continued acquisition of sites throughout the country. By the end of 2006 we had completed or significantly advanced site acquisitions in 36 locations, and also arranged for the provision of temporary accommodation for 'advance parties' of staff in fourteen locations. The year also saw the official opening of the first purpose built decentralised offices in Tullamore, Co. Offaly, for staff from the Department of Finance.

In regard to OPW's own decentralisation, 2006 saw the acquisition of a site in Trim Co. Meath, the appointment of the preferred tenderer and the submission of the planning application for our new headquarters. We also acquired a site for our offices in Claremorris, Co. Mayo and have arranged for temporary accommodation for an advance party to be in place in 2007.

Major projects completed in 2006 included the new Marine Institute Headquarters in Oranmore, New Ross Garda District Headquarters, Nenagh Courthouse, and of course we also saw the appointment of the 'preferred Tenderer' for the National Conference Centre in August 2006.

Visitor numbers to our National Monuments and Historic Properties increased by over 5% in 2006 as a result of a number of novel initiatives, such as the 'Family Connections series' and 'Farmer's markets'. Over 2 million people visited our presented sites and we produced for the first time Polish and Japanese editions of our brochures. 2006 also saw the completion of many NDP conservation projects such as Clonmacnoise, Dunamase and The Black Mill in Roscrea, Co. Tipperary. The continued sales and disposals of surplus and redundant properties yielded over €220m in 2006 with the completion of various contracts of sale. Proceeds of such sales since 2004 has now exceeded €362m.

Following the Government decision to assign OPW the lead role in Flood Risk Management much work was accomplished during the year with the staging of a number of Public Exhibitions of proposed major flood relief schemes. 2006 also saw the launch of the National Flood Hazard Mapping Project website, which has received much praise and was short-listed for the Annual eGovernment Awards in the category "Best Central Irish eGovernment Award".

Congratulations must also go to Architectural Services in receiving the "European Union Cultural and Heritage Award 2006" for the Botanic Gardens Palm House Complex Restoration.

For 2006 we set ourselves very challenging and detailed targets across all of our Business Units. I am happy to report that through the hard work, commitment and dedication of staff OPW has successfully delivered on its 2006 work programme.

Sean Benton
Chairman
Office of Public Works
May 2007



Management Advisory Committee



Séan Benton
Chairman



David Byers
Commissioner

- Areas of responsibility:
- Property Management
 - Property Maintenance
 - Heritage Services



Clare McGrath
Commissioner

- Areas of responsibility:
- Project Management Services
 - Special Projects Unit
 - Projects Support Unit



Tony Smyth
Director of
Engineering Services



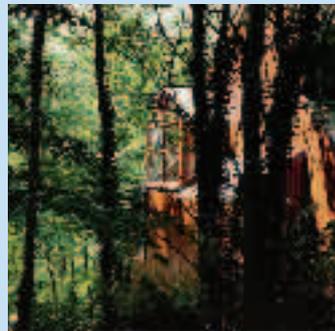
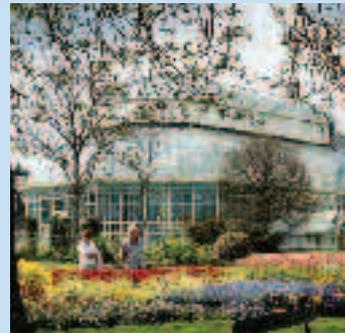
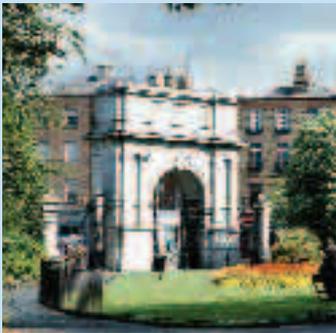
Vincent Campbell
Director of
Corporate Services



Patrick Cooney
Director of
Architectural Services



Strategic Review 2006



Strategic Review

Key Objectives	Performance Indicator	2006 Progress	Comment
<p>1. To deliver on the Annual Work Programme and in particular, meet the key Government and Customer requirements for decentralisation projects.</p>	<ul style="list-style-type: none"> • Post assessment of Work Programme targets. 	<ul style="list-style-type: none"> • The general management assessment at year end was that work progressed satisfactorily to preset targets throughout 2006. • The Decentralisation Programme was being managed in line with targets set by the Decentralisation Implementation Group; • Approx 91% of the Vote allocation was spent at year end. • Approx. 110% of Appropriations-in-Aid funding was disbursed on behalf of other Departments. The net position on the total Vote was an approx. 90% outturn. • Expenditure on SWA accounts during the year was €75.355m. 	<p>In broad terms, OPW management were satisfied that the organisational performance throughout 2006 reflected a consistent record of achievement against the targets set in the Annual Work Programme at the beginning of the year.</p> <p>Additionally, Management was also happy that the Office's work targets were consistently achieved notwithstanding that additional programmes and projects were introduced throughout the year and had to be absorbed within existing commitments.</p>
<p>2. To deliver successfully on the decentralisation of OPW.</p>	<ul style="list-style-type: none"> • Advising Minister and Government of pertinent organisational issues resulting from Decentralisation. • Development of a project implementation strategy that recognises the importance of proactive management of the HRM dimension of decentralisation. • Commencement of service delivery from new locations with voluntarily redeployed staff. 	<ul style="list-style-type: none"> • Regular reporting to MAC and Minister continued throughout the year in relation to progress on OPW's Decentralisation project • By year end, approx 58% (202) of the staff cohort for Trim had signed commitments for the location. Of these, approx. 45% (157) had started to work in OPW. • A Planning application had been lodged by year end for the new Offices in Trim. (Planning was subsequently awarded in early 2007). • By the end of 2006, planning for a first phase OPW office for Claremorris comprising approx. 35 staff was significantly advanced and the purchase of a site for the permanent office had been agreed 	<p>Project implementation is concentrating on the Trim location, which Government decided will be one of the early movers.</p> <p>The target date for occupation of the new building in Trim is late 2008.</p> <p>It is anticipated that a new advance office will be created in Claremorris mid 2007.</p>

Key Objectives	Performance Indicator	2006 Progress	Comment
<p>3. To deliver specific customer service initiatives in the context of the overall delivery of a Quality Customer Service and to periodically assess QCS performance against defined criteria.</p>	<ul style="list-style-type: none"> • Maintenance of existing ISO; • Achievement of accreditation in remaining areas; • Creation of SLA's 	<ul style="list-style-type: none"> • Existing ISO accreditations for OPW services were all maintained through regular external audits by the NSAI. • Remaining areas yet to achieve accreditation (GSA & Property Maintenance Services) continued throughout the year to develop documentation on their systems and processes. • A draft Service Level Agreement for Project Management Services continued to be considered by the National Gallery of Ireland. • A project involving the delivery of integrated Project Management and Property Management Services to the Department of Justice Equality & Law Reform commenced in 2006. 	<p>The applications for accreditation for GSA and Property Maintenance Services are now due to be made in the course of 2007.</p>
	<ul style="list-style-type: none"> • Development of feedback mechanisms, surveys etc 	<ul style="list-style-type: none"> • A sample survey of OPW's Customer base was in course of preparation at the end of the year and will be concluded during 2007. • An internal survey of OPW staff was undertaken by Corporate Services during the year as part of the consultation process for the design of the new Decentralised Offices in Trim, Co. Meath • Government Supplies Agency (GSA) undertook a number of post-service surveys of Customers during the year to check on service delivery of contractors 	<p>The coordination of activity in respect of Customer Surveys is undertaken by the in-house QCS network, led by the PR Unit.</p> <p>In addition to formal surveys undertaken, OPW also participated in 2006 in a number of national and international fora in relation to both Architectural and Project Management practice issues, most notably in Canada at Worldwide Workplace Web. The Worldwide Workplace Web (W4) is an international Forum of public sector real property professionals. It facilitates collaboration, sharing best practices and discussing issues of common concern.</p>

Key Objectives	Performance Indicator	2006 Progress	Comment
<p>3. Continued</p>	<ul style="list-style-type: none"> • Measurement of service performance against benchmarks and external comparators. 		<p>Work was carried out in assessing the effectiveness of the customer survey carried out in 2005. This work will feed into the improvement and development of customer surveys in the future. A customer survey developed using the lessons learned will form an intrinsic part of the qualitative and evaluative approach at the centre of the Value for Money Review of Property Management to be carried out during 2007</p>
<p>4. To be the provider of choice for customers in the areas of general procurement, property management and all construction-related services solutions.</p>	<ul style="list-style-type: none"> • Advise Government in relation to cutting-edge procurement methods. • Recognition as leading expert in the field of diverse State property and portfolio management • Maintain position as leading State body delivering excellent professional services in construction 	<ul style="list-style-type: none"> • OPW have continued to advise Government and customer Departments and Agencies throughout 2006 in relation to both property and Value for Money aspects of a number of specific high level projects: <ul style="list-style-type: none"> - Decentralisation Programme; - Framework Contract for Consultants; - Call off contracts for Maintenance Services. • OPW won a number of awards in different fields this year, in recognition of excellence. <p>A full list is detailed separately later in this volume</p>	

Key Objectives	Performance Indicator	2006 Progress	Comment
<p>5. To develop programmes and measures to implement flood risk management policy.</p>	<ul style="list-style-type: none"> • Advise Government in relation to flood risk management and flood risk management policy. • Development of detailed programmes to implement the recommendations of the Report of the Flood Policy Review Group. • Establish a consultative framework involving relevant stakeholders. 	<ul style="list-style-type: none"> • A final overview implementation programme has been established in accordance with resource allocations. • An Inter-Departmental Co-ordination Group and three Steering Groups have been established, and a number of bi-lateral meetings have been held with key stakeholders. 	
	<ul style="list-style-type: none"> • Develop criteria for prioritisation of expenditure. 	<ul style="list-style-type: none"> • Prioritisation methods have been assessed, and development of the system will be finalised in 2007. 	
	<ul style="list-style-type: none"> • Develop criteria for designation of high flood risk watercourses. 	<ul style="list-style-type: none"> • Initial assessments were underway at end 2006. 	
	<ul style="list-style-type: none"> • Deliver on flood risk management work programmes and projects (structural and non-structural flood relief measures). 	<ul style="list-style-type: none"> • Twelve of the fifteen new flood risk management work programmes have been initiated, and the remaining three due for initiation as resources become available. The major pilot Flood Risk Assessment and Management Studies (Lee and Dodder) have been commissioned. 	
	<ul style="list-style-type: none"> • Develop and disseminate Flood Hazard Mapping information. 	<ul style="list-style-type: none"> • The national flood hazard mapping website was launched in October, and the predictive mapping programme has been initiated 	

Key Objectives	Performance Indicator	2006 Progress	Comment
<p>6. To achieve greater efficiency in the use of State property assets.</p>	<ul style="list-style-type: none"> Ongoing review of property portfolio to ensure best value for money. Liaison with appropriate parties (i.e. Local Authorities and State agencies) to ensure that property potential is maximised. Development of Joint Venture proposals with third parties. Disposals where appropriate. 	<ul style="list-style-type: none"> OPW Property Management Services continued to manage the total portfolio with a view to maximising its full potential: Disposals: o Faculty building, Shelbourne Rd. Dublin 4; o Parnell West Hotel Dublin 1; o Gardiner Street former SWO, Dublin 1; Acquisitions (Decentralisation sites): o Trim; o Dungarvan; o Killarney; o Cavan; o Cork; o Tullamore; Acquisitions (General): o Site adjoining Mountjoy Prison; o National Concert Hall; o North Circular Road. Castletown House, Co. Kildare: During the year, OPW instituted a change in arrangements for the management of Castletown House. This is now managed under the Facilities Management heading, opening up the possibility of more diverse use of the property. 	<p>The major focus throughout the year in terms of acquisition was on securing sites for the Decentralisation Programme and in this regard, the Property Management Services Business Unit was particularly busy with a significant number of sites acquired or in the process of acquisition by the end of 2006.</p> <p>In terms of non-Decentralisation work, the acquisition of the NCH site from University College, Dublin allows for the future strategic development of the entire site in line with Government Arts policy. The acquisition of an important site adjoining the Mounjoy Prison complex in Dublin will allow for the strategic development potential of the site to be maximised and the value of the property enhanced.</p> <p>A number of high profile disposals were also undertaken in 2006, most notably the Former Faculty building on Shelbourne Road, Dublin 4.</p> <p>(A full list of Disposals, Acquisitions, New & Surrendered Leases is provided elsewhere in this volume)</p>
<p>7. To maximise the opportunities to provide greater public access to heritage sites and present them to visitors.</p>	<ul style="list-style-type: none"> Re-badging of sites for presentation to the public under the OPW brand. Development of in-house mechanisms to share appropriate skills between the Heritage Services and other OPW Business Units. Identification of areas of common interest between Heritage Services and other OPW Business Units and agreement of strategies to ensure a unified approach to relevant issues. 	<ul style="list-style-type: none"> The active reintegration of the Heritage Services progressed throughout 2006. - Progressive re-badging of heritage sites; - Integration of IT systems; - Restructuring of HR Unit. 	<p>Sharing of expertise / provision of professional advice/ support being provided by:</p> <ul style="list-style-type: none"> - Facilities Management; - Parks (Phoenix Park / St. Stephens Green.) - Architectural Services (Conservation).

Key Objectives	Performance Indicator	2006 Progress	Comment
<p>8. To sustain a positive approach to the Partnership model as a vehicle for improving communication and ensuring staff input into policy development</p>	<ul style="list-style-type: none"> • Maintain existing Partnership structures, including Working Groups. • Publish annual Work Programme. • Devise OPW communication strategy. • Absorb any new developments in regard to Partnership emanating from the Centre in the lifetime of the Strategy. • Develop consultative arrangements with staff at local level within Business Units. 	<ul style="list-style-type: none"> • All Partnership structures, including Working Groups, functioning normally within agreed parameters and remits; - Green Team promoted active policies on recycling / efficient use of energy within the office; - HRM Strategy Work Group delivered the draft interim HRM Strategy by end 2006; - Merit Award group organised events to reward good staff performance. • New Regional Partnership structure set up in West / South West continued to operate; • The Partnership Annual Work Programme was prepared and published. 	<p>Partnership structures continue to develop in line with the new direction given within the 2005 - 2008 Statement of Strategy.</p> <p>A Sustainability Task Force has replaced the Green Team and will work during 2007 to embed the principle of sustainability into the services provided by OPW.</p> <p>Renewal of the membership of Partnership Committee and Working Groups are being addressed as ongoing items. The debate has also started about the development and structure of Partnership within OPW, particularly in a decentralised context.</p>
<p>9. To continue to modernise the Human Resource function so as to better meet the needs of the staff of OPW and the skills and human resources requirements of the business.</p>	<ul style="list-style-type: none"> • Implementation of new HR Strategy • Embedding PMDS • Development of Peoplesoft 	<ul style="list-style-type: none"> • The Partnership HRM Working Group continued to meet throughout the year to develop an agreed HRM Strategy draft. At the end of 2006, this was ready for submission to the full Partnership Committee. • The new rating system within PMDS will apply from 1 January 2007. • The Peoplesoft system in OPW went live in May 2006. 	<p>The HRM Strategy will be formally launched mid 2007.</p> <p>The process of continuing to establish PMDS as a mainstream management function will continue in 2007.</p> <p>Following the implementation of the Peoplesoft system in OPW in mid 2006, various elements of the system are continuing to be activated.</p>
<p>10. To develop efficient corporate reporting arrangements to disseminate critical work activity and financial information and to support informed and timely decision-making.</p>	<ul style="list-style-type: none"> • Implementation of MIF 	<ul style="list-style-type: none"> • The new OPW Financial Management System went live in April 2006 and was fully operational in respect of the OPW payments system by end 2006. 	<p>The new FMS will be followed by later phases in the development of the MIF which will expand the role of the system in the management of the Office.</p>



Following the Customer Survey which was reported on in detail in the 2005 Annual Report, a number of actions were highlighted. Throughout 2006, work continued to address these issues which have been brought to our attention by our customers.

1. Voicemail

The voicemail facility has now been installed on telephones throughout OPW HQ and nearby offices (6/7 Ely Place, 4/5 Harcourt Road, 17/19 Lower Hatch St.). Local independent systems are already in place in many Regional and Local Offices and the question of modifying these installations when telephone systems are being modernised or replaced will be addressed on a case by case basis.

2. Written responses

The various ISO 9000 systems currently in place within OPW provide assurances that correspondence which requires an answer is dealt with appropriately. Measurement of the speed of this response will be featured in future Customer Surveys.

3. Universal Access Programme

The specific Unit within Project Management Services charged with responsibility for the implementation of the Universal Access Programme is actively involved in promoting the scheme, surveying existing buildings within the portfolio and dealing directly with Accommodation Officers throughout the Civil Service in relation to the issues involved in this area of our work.

4. Maintenance Helpdesk

Awareness of the maintenance helpdesk service has continued to build following its introduction in selected areas of OPW's operation. Managers within relevant areas of Property Maintenance Services and Mechanical & Electrical Services continue to actively promote the service and liaise directly with Accommodation Officers in various Departments and Offices in relation to it.

5. OPW Website

A new OPW Website is being developed and will be launched by the end of 2007. The new site will reflect the needs of the customer base in relation to modern design, ease of access to information and bilingual capacity to meet the needs of Irish speaking users.

6. Training for new entrants

The new HRM Strategy will be launched in Mid-2007 and includes action in relation to Induction Training designed to address this issue.

7. Customer Surveys

The responsibility for coordinating activity in relation to Customer Surveys remains primarily with the PR Unit, supported by the Quality Customers Service Network. Future survey projects may be undertaken locally within units in addition to organisation-wide initiatives.

8. Outsourcing of requirements for Customer Surveys

One office wide survey (the Space Analysis survey which surveyed our Internal Customers to seek information and preferences in support of the design process for the new Trim HQ) was carried out during 2006 by external agents: M/s Alexi Marmot Associates of London.

9. Financing of Customer Surveys

Financing was provided to support the 2006 survey within the funding for the OPW's Decentralisation project. Future surveys will continue to be funded appropriately, centrally.

10. Internal Customer Surveys

The 2006 survey referred to above dealt with the Internal Customer in relation to OPW's own decentralisation to Trim. Future surveys will reflect on the level and quality of services provided within Corporate Services areas.

11. Feedback from Customers

The various ISO 9000 systems in use throughout the Office incorporate a feedback mechanism specifically designed to address how Customers perceive the service we deliver. Future Customer Surveys will reinforce the availability of this avenue for Customers.

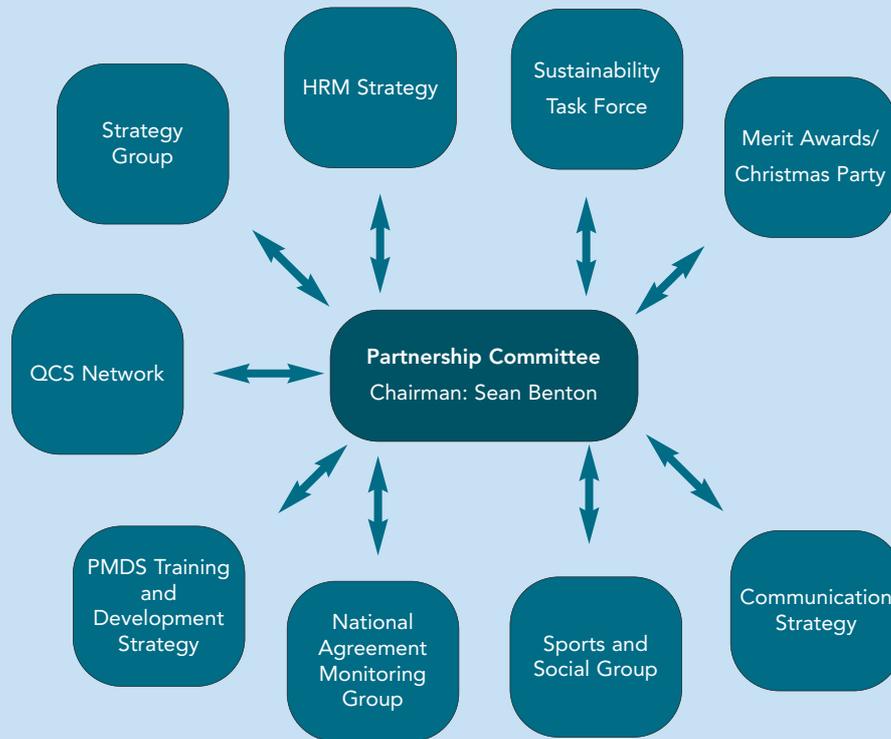


Partnership Committee Report of activity for 2006.

The OPW Partnership Committee continued to be active throughout 2006, working on a broad range of issues of interest and relevant to the staff of the Office.

The OPW Partnership structure operates through a series of Working Groups dedicated towards specific areas or activities. They are:

Partnership working groups 2006



Sustainability Group (Green Team)

The Green Team Group deals with issues relating to the quality of the OPW working environment, encouraging and facilitating direct action within the office in relation to issues such as recycling, conservation of resources and general sustainability, and working to raise the general awareness among the staff body in relation to these issues by use of seminars, participation in European Car Free Day etc.

Towards the end of the year, the Green Team started to move into a different arena, actively planning for a new drive to mainstream sustainable thinking into all of OPW's business activities and ensuring that it is dealt with at a corporate level within the organisation in the future.

Merit Awards

The Merit Awards is responsible for making recommendations to the Partnership Committee in relation to how the Merit Awards fund is to be disbursed and for dealing with the logistical arrangements arising from the scheme. In recent years, they have been the organisers of the Merit Awards party designed to celebrate the achievements of the Office over the year.

In 2006, the main party was held in Dublin Castle with a number of other events held locally in various areas throughout the country. In all, up to approx. 2,500 staff members were eligible to attend these events.

Sports & Social Group

This Group deals with the sports sponsorship and the organisation of social activities and cultural tours within the Office.

The Group managed a number of tours and other events throughout the country during the year. These events were heavily subscribed and continue to be extremely popular with staff.

The Partnership Committee also allocates money in respect of sports throughout the office, making sponsorship available for sporting bodies or individuals connected with sporting bodies within the OPW.

Strategy Working Group

The OPW Partnership's Strategy Group is chaired by Commissioner Clare Mc Grath and is responsible for working on the development of new Strategy for OPW and monitoring the implementation of our existing Statement.

The OPW's current Statement of Strategy, (prepared under the aegis of the Group during 2005), runs from 2005 to 2008. Throughout 2006, the Group monitored the implementation of the Strategy and reported periodically to OPW MAC in relation to it. The Group was also responsible for the preparation of the Annual Review of Strategy that appears elsewhere in this volume.

The OPW Statement of Strategy will be revised in 2007 following the forthcoming election and with that in mind, the Strategy Group began working, towards the end of the year, on developing the new Statement and preparing to consult with the various stakeholders within the Office in relation to it.

HRM Strategy Working Group

In keeping with modern principles of Human Resource Management, OPW has committed itself to developing a new HRM Strategy dealing with a range of staff management issues. This work is being done through the Partnership Committee's HRM Strategy Working Group, which is representative of all significant stakeholder Groups throughout the Office and is chaired by Director of Corporate Services, Vincent Campbell.

The Group continued throughout 2006 to work on the production of an interim HRM Strategy.

Quality Customer Service Working Group

The QCS Working Group is responsible for the implementation of various QCS initiatives and for reporting to MAC in relation to this area.

Throughout 2006, the focus of the Group was mainly concerned with implementing some of the customer-centred initiatives indicated by the Customer Service Survey carried out in 2005 (reported in the 2005 Annual Report). These initiatives are reported separately in this volume.

In addition the QCS Group also worked on the preparation of the OPW Irish Language Plan, required under the provisions of the Irish Language Act (2003). This involved a staff

consultation process and a survey of staff to assess the level of skills available currently. By the end of the year, the draft OPW Plan had been agreed by the main Partnership Committee, had been approved by Mac and submitted to the Minister for Community, Rural and Gaeltacht Affairs.

National Agreement Working Group

This Working Group is a forum which deals with the issues arising within the Office under the various National Agreements and helps the OPW live up to its obligations under these Agreements in return for the various pay awards.

During 2006, the Sustaining Progress Working Group provided a progress report on modernisation targets for the final phase of the Sustaining Progress National Agreement. This led directly to the successful award of the last Public Service pay award under this Agreement in June.

In the second half of the year, the Group was reconstituted to deal with the requirements of the new National Agreement, Towards 2016. By the end of the year, the Group had successfully managed the production of an agreed Action Plan for OPW covering the lifetime of the new National Agreement up to September 2008. They also provided a progress report on the achievement of modernisation targets in the second half of the year, leading to the successful award of the first Public Service pay award under the new Agreement in December.

Communications Working Group

The Communications Work Group, chaired by Director of Architectural Services Pat Cooney, is responsible for the development of a new communications strategy for OPW. This will include specific reference to how the organisation communicates within itself; this dimension will be of particular importance in the context of our current regionalised structure, ongoing internal and external change in roles and responsibilities and future decentralisation.

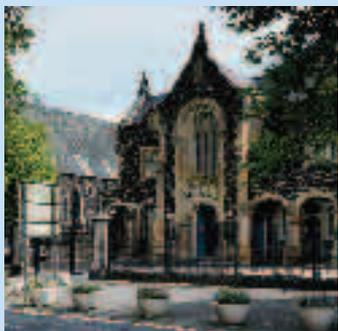
The Group continued to work on these themes throughout 2006 with a view to reporting comprehensively to the main Partnership Committee and to MAC at an early date.

PMDS / Training & Development Group

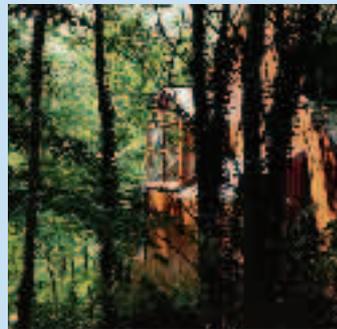
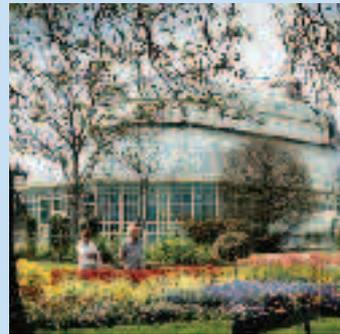
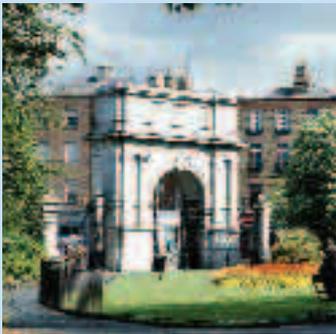
The PMDS / Training & Development Work Group is a forum where the various parties can input into the Offices' policy on Training and related matters. The OPW's Continuing Professional Development programme (CPD) is a regular focus of the group and directly informs training procurement decisions by the Training & Development Unit within OPW Corporate Services.

The Group also advises the Director of Corporate Services and MAC in relation to the Performance Management and Development System and makes recommendations to management about improvements or changes to the system and compliance levels within the office.





Operations Review 2006



OPW Decentralisation

During 2006 progress advanced on the various work aspects to give effect to the Government's decision to decentralise OPW to Trim (OPW HQ), Claremorris and Kanturk.

The main focus of activity was on our new HQ in Trim, as work continued throughout the year on both the HR and the associated buildings aspects.

- The administrative staff in place for our new HQ in Trim is of the order of 65% (110) of the required cadre. The remaining administrative staff are scheduled to join the OPW in 2007 & 2008. The indicative figure representing the professional & technical staff for Trim is in the order of 40% of the concerned posts.
- A preferred tenderer was selected for our new HQ and the Planning Application Process commenced.
- External Consultants, AMA Alexi Marmot Associates of London, were engaged to assist OPW in shaping the fitting out of the HQ so as to achieve a first class standard of accommodation using the most modern concepts of office design and consulting widely with staff throughout the process.
- Work has also progressed throughout the year on the project to move elements of OPW operations to Claremorris and Kanturk:
- A site for the permanent office has been acquired in Claremorris and preliminary planning for the project to locate a building for 150 people on the site is now in train.
- Planning for an advance OPW office for Claremorris comprising some 35 staff has been significantly advanced with a premises having been acquired and planning obtained for its use as a temporary office.
- A preferred site has been identified in Kanturk and its acquisition is being actively pursued jointly by OPW and Cork County Council who will use part of the land for the provision of local facilities.

As stated in the 2005 Annual Report, the decentralisation of OPW, which generates significant challenges, continues to be addressed as one of 'high priority'

Transforming State Assets

- The examination of the State property portfolio, with a view to identifying vacant, under-utilised, under-developed or surplus property, which started in 2004, continued in 2006.
- To December 2006 the process has produced a number of properties deemed suitable for disposal and a total of €362,500,000 has been raised through sales of State property since the programme commenced in January 2004.
- The site of the Faculty Building in Ballsbridge measured less than one acre, valuing the property at the record price of approximately €95m per acre, making it the highest value per acre of any property sold in the history of the State.
- The process of identifying and disposal of properties surplus to State requirements will continue throughout 2007.

Properties Disposed of 2006	Price	Closing Date
Athboy Garda Station, Co. Meath - Sale of rear of property.	3,266.54	Mar. 8th '06
Tipperary former Military Barracks (A)	2,540.00	Mar. 20th '06
Tipperary former Military Barracks (B)	4,444.00	Mar. 20th '06
Faculty Building, Shelbourne Rd., Dublin 4	35,891,000.00	Jun. 30th '06
Castleblayney Customs Post Site, Co. Monaghan (Muckno St.)	500.09	Jul. 13th '06
Parnell West Hotel, Accom. Centre, Parnell Sq. West, D1	7,236,000.00	17th Aug '06
Beggars Bush (former) Bks, D4 - Encroachment on R.O.W. off Shelbourne Road	56,000.00	Jul. 21st '06
Mouth of the Boyne former Coastguard Station Cottages, Louth. Cottage No. 1	10,685.44	Sep 07th '06
Muff former Garda Station, Co. Donegal	415,000.00	Oct. 26th '06
Gardiner Street former Social Welfare Office, D1	2,500,000.00	Oct. 26th '06
Errigal Trough National School, Co. Monaghan	114.30	Nov 1st '06
Carrickcarnon Customs Post, Co. Louth - CPO of land	138,800.00	Sep 19th '06
Bridgend Customs Post & Road Station, Co. Donegal	630,000.00	20th Nov '06
Longford former GS, Co Longford	2,000,000.00	6th Dec '06

2006 Market Overview

The Dublin office rental market

Data produced by the industry indicates that by the end of the year 2006 there were an estimated 2.8 million square metres of space in the greater Dublin area, an increase of some 6% on the previous year. The majority of this is located in the Central Business District of Dublin 1, 2 and 4. There were also some 300,000 square metres under construction.

Take up of new space was the highest recorded for many years. Estimates put this figure at in excess of 250,000 square metres, a 36% increase on 2005. Demand for new space was divided evenly between the City Centre and suburban locations. Vacancy rates have fallen to approximately 12%, a reduction of 3% on 2005 levels. The figures for the Central Business District and the suburbs were 10% and 16% respectively. Overall there are some 300,000 square metres of office stock available in the Greater Dublin area.

Rental levels have shown a considerable growth over the past year, particularly in modern, high specification space. There is evidence of differentiation in the market with modern space achieving headline rents of close to €650 per square metre. However, demand for older Second Generation space is much weaker.

The impact of decentralisation:

Reflecting the impact of the decentralisation programme, the Office was not very active in acquiring property in Dublin in 2006. Where space was acquired it was for the purpose of meeting special local needs and usually to replace obsolete accommodation that is being vacated. On the other hand, the Office has been very active in completing the acquisition of sites and buildings to accommodate the new regional offices of the decentralising Departments and also to provide temporary accommodation pending completion of the permanent offices.

To date, negotiations are completed or at a significantly advanced stage in 37 locations. In the case of 5 locations, Athlone, the Curragh, Navan, Furbo and Sligo, OPW owned sites have been identified and will be used to accommodate decentralised offices.

In the case of another 6 locations, Carlow, Longford, Newcastle West, Killarney, Trim and Thurles, sites have been acquired from the relevant Local Authorities. Privately owned sites have been purchased in Buncrana, Clonakilty, Dungarvan, Knock, Cavan, Claremorris, Tipperary, Loughrea (leased building), Edenderry, Roscommon and Carrick on Shannon (leased building). In the case of Tullamore, the OPW has completed the purchase of an Office Block, which was handed over in the first week of July 2006. Contracts have been signed by OPW in respect of 2 locations, Limerick (leased building) and Thomastown (site).

Contracts for sale have been received in a further 9 locations including Donegal, Portlaoise, Listowel (leased building) Carrickmacross (building purchase), Kilrush (leased building), Waterford, Wexford, Mullingar and Enniscorthy.

Terms have been agreed and contracts are awaited in a further 3 locations including Clifden, Youghal, and Newbridge.

In parallel with the acquisition of permanent accommodation solutions, the Office of Public Works has been involved in sourcing temporary solutions in order to accommodate advance parties. These temporary solutions will allow the early movement of staff to their desired locations and will also facilitate them regarding their domestic family arrangements. Between permanent and temporary accommodation, it is anticipated that accommodation will be available for 2000 Civil and Public Servants by year end 2007.

Over the coming years the Office's property focus will turn more and more to the management of the accommodation requirements of the decentralising Departments. In Dublin, the focus will increasingly be on the disposal, surrender and rationalisation of the space, which will be vacated by Departments relocating to the provinces.

Property Sales

Under the Office's Programme for the Transformation of State Assets, a concerted effort has been made in recent years to identify State properties, which are either being under utilised or surplus to requirements with a view to their disposal. As part of this programme, the Office of Public Works in 2006 completed the successful disposal of some major property holdings in Dublin and throughout the country, for prices that were regarded as very satisfactory. This orderly disposal programme will continue as under utilised sites are identified and the portfolio is rationalised following decentralisation. In this way, the State will ensure the optimum use of its property assets and gain maximum value from the portfolio.



Rent Reviews

The OPW continued to actively manage the rent review programme for its leased properties. Where possible settlement was reached by agreement but a number of cases where it was felt that a reasonable agreement was not forthcoming, were referred to third party for determination.

2006 Acquisitions

Date Acquired	County	Location	Name	Purchase Cost
12-Jan-06	Meath	Trim	Trim OPW Decentralisation Site	3.50M
07-Feb-06	Kerry	Killarney	Killarney AST Decentralisation Site	4.5M
07-Mar-06	Waterford	Dungarvin	Dungarvan OSO Decentralisation Site	2.10M
09-May-06	Cavan	Cavan	Cavan CMNR Decentralisation Site	2.9M
12-May-06	Cork	Cork	Cork Revenue HQ Site Linndubh	8M
13-Jun-06	Tipperary	Thurles	Thurles Decentralisation Site	967,500.00
18-Jul-06	Offaly	Tullamore	Tullamore Decentralised Office	7.40M
10-Oct-06	Dublin	Dublin 02	National Concert Hall & University Buildings	41.8M
22-Nov-06	Cork	Skibbereen	Toehead CGS Site (Coast Guard Station)	125,000.00
21-Dec-06	Dublin	Dublin 07	North Circular Road	23.5M

New Leases 01 January 2006 - 31 December 2006

Commence	Expiration	Lease Name	Location	County	Rentable SqM	Annual Rent	Occupant 1	Occupant 2
01-Jan-06	31-Dec-14	Cork Irish Life FL 5	Cork	Cork	360.98	69914.52	Passport Office	
01-Jan-06	25-Dec-07	Loughrea SWLO	Loughrea	Galway	74.32	18000	Social Comm & Family Affairs	
01-Jan-06	31-Dec-31	Finglas HGV Compound	Dublin 11	Dublin	6425.7	120000	Transport	
20-Jan-06	19-Jan-11	Portlaoise Grattan Bus/CN	Portlaoise	Laois	1479.08	264640	Agriculture Food & Rural Dev	
29-Jan-06	25-Dec-07	Dundalk Fairways Hotel	Dundalk	Louth	50	0	Transport	
01-Feb-06	25-Dec-07	Letterkenny HGV Facility	Letterkenny	Donegal	0	7800	Transport	
07-Feb-06	06-Jan-16	Carlow Education Office	Carlow	Carlow	131.13	27500	Science	
08-Feb-06	07-Nov-15	Millenium HSE Loughrea	Loughrea	Galway	103.03	19407.5	Environment & Local Government	
13-Feb-06	13-Nov-10	Cavan DTC	Cavan	Cavan	40.14	20500	Transport	
17-Feb-06	14-Aug-10	Sligo Bridge Street	Sligo	Sligo	146	27926.62	Social Comm & Family Affairs	
21-Feb-06	20-Feb-26	Galway Revenue Fairgreen	Galway	Galway	4416.5	941276.16	Revenue Commissioners	
14-Mar-06	13-Mar-07	Setanta Centre Car Park	Dublin 02	Dublin	0	66600	Attorney General	National Museum of Ireland
01-Apr-06	29-Feb-16	Dundalk Revenue Warehouse	Dundalk	Louth	1584	130000	Revenue Commissioners	

New Leases 01 January 2006 - 31 December 2006 - Regional

Commence	Expiration	Lease Name	Location	County	Rentable SqM	Annual Rent	Occupant 1	Occupant 2
01-Apr-06	31-Mar-07	Christchurch Car Park 3	Dublin 08	Dublin	0	31000	Finance	
01-Apr-06	29-Feb-16	Sligo OPW Regional Office	Sligo	Sligo	350	57642	Office of Public Works	
05-Apr-06	04-Apr-08	Limerick Rev Estuary HSE	Limerick	Limerick	492	68771	Revenue Commissioners	
10-Apr-06	09-Apr-08	Le Pole House PSBB	Dublin 08	Dublin	657.48	306759	Finance	
25-Apr-06	24-Jan-11	Castleblaney Ed Office	Castleblaney	Monaghan	70.3	14250	Education & Science	
01-Jun-06	30-Jun-10	Cavan Temp Decent Off	Cavan	Cavan	0	46970	Comm Marine & Natural Resources	
01-Jun-06	31-May-08	Tubbercurry CRGA Office	Tubbercurry	Sligo	753.71	86755	Community Rural Gaeltacht Affairs	
01-Jul-06	01-Jul-08	Clonakilty Temp Off CMR	Clonakilty	Cork	0	157480	Comm Marine & Natural Resources	
01-Jul-06	30-Jun-06	Tullamore Decent Off	Tullamore	Offaly	11513.75	10	Finance	
01-Jul-06	30-Jun-08	Fossa Temp AST Decent Off	Killarney	Kerry	0	140000	Arts Sport & Tourism	
10-Jul-06	30-Jun-07	Drogheda Prob & Wel Car P	Drogheda	Louth	0	10588	Probation & Welfare Service	
12-Jul-06	11-Apr-11	Portlaoise Env Office	Portlaoise	Laois	108.7	9945	Environment Heritage & Local Government	
14-Jul-06	13-Jul-16	Baltinglass DAF Off	Baltinglass	Wicklow	70.23	26000	Agriculture Food & Rural Dev	
01-Aug-06	30-Jun-16	Portlaoise Education Off	Portlaoise	Laois	0	46860	Education & Science	Nat Council for Special Education
01-Aug-06	31-Jul-10	Cavan Temp Decent Off F2	Cavan	Cavan	0	25928	Comm Marine & Natural Resources	
01-Sep-06	31-May-10	Cavan rear 65 Main St	Cavan	Cavan	158.31	21000	Agriculture Food & Rural Dev	
05-Sep-06	05-Jun-11	Ballina Bus Park Unit 2	Ballina	Mayo	971.55	151641	Transport	
02-Oct-06	01-Oct-08	Claremorris Temp GS	Claremorris	Mayo	239.59	60000	Garda Siochana	
01-Nov-06	31-Oct-07	Navan D/SFA Car Park	Navan	Meath	0	7000	Social Comm & Family Affairs	
13-Nov-06	12-Nov-26	Tallaght Vehicle Pound	Dublin 24	Dublin	0	1000000	Garda Siochana	
13-Nov-06	12-Nov-08	Galway Rev Fairgreen CP2	Galway	Galway	0	60800	Revenue Commissioners	
13-Nov-06	20-Feb-26	Galway Rev Fairgreen CP1	Galway	Galway	0	34200	Revenue Commissioners	
01-Dec-06	30-Nov-07	Navan Education Office	Navan	Meath	285.02	60000	Education & Science	
01-Dec-06	30-Nov-26	Portarlinton Decent Off	Portarlinton	Laois	457.38	73500	Data Protection Commissioner	
15-Dec-06	14-Dec-26	The Chancery Building	Dublin 08	Dublin	1630	547056	Chief State Solicitors Office	

Leases Surrendered 2006

Date Surrendered	Name	County	Location	Annual Rent	Lease Type
Early January 2006	Johnstown Castle Teagasc Office	Wexford	Wexford	2400	Short Term Lease
17-Jan-06	Drogheda SWO/C&E	Louth	Drogheda	7745.4	Lease from Landlord
18-Jan-06	Castlecomer SWO	Kilkenny	Castlecomer	4469.48	Lease from Landlord
30-Jan-06	Sligo Census 2006 Office	Sligo	Sligo	6800	Short Term Lease
31-Jan-06	Citywest Business Pk IA ASA(A)	Dublin	Dublin 24	52200	Licence
31-Jan-06	Citywest Business Pk I A A S A (B)	Dublin	Dublin 24	21106.8	Licence
31-Jan-06	Waterford Marina Hotel Car Pk	Waterford	Waterford	4951.98	Car Parking
31-Jan-06	Castlebar Prob/Welfare Service	Mayo	Castlebar	22399.45	Lease from Landlord
08-Feb-06	Benburb Street Car Park	Dublin	Dublin 07	27934.24	Car Parking
08-Feb-06	Dunmanway SWO/CSO Office	Cork	Dunmanway	8400	Short Term Lease
18-Feb-06	Sandwith Street Car Park	Dublin	Dublin 02	75000	Car Parking
26-May-06	Roscommon Health Office/Store	Roscommon	Roscommon	75708.13	Lease from Landlord
26-May-06	Roscommon Health Office/Store	Roscommon	Roscommon	11427.64	Lease from Landlord
31-May-06	Roscrea Civil Defence Off Temp	Tipperary	Roscrea	15000	Lease from Landlord
07-Jun-06	Castleblaney C&E Garage	Monaghan	Castleblaney	12.7	Nominal Rent
26-Jun-06	Galway Central Statistics Office	Galway	Galway	3573.97	Lease from Landlord
30-Jun-06	Ardee Drainage Workshops	Louth	Ardee	7000	Lease from Landlord
30-Jun-06	Kilkenny Census Office	Kilkenny	Kilkenny	6216	Short Term Lease
30-Jun-06	Thurles CSO	Tipperary	Thurles	18200	Short Term Lease
30-Jun-06	Mullingar Census 2006 Office	Westmeath	Mullingar	12000	Short Term Lease
30-Jun-06	Cork Consumer Affairs Office	Cork	Cork	44000	Lease from Landlord
30-Jun-06	Cavan Census Office	Cavan	Baileborough	2168	Short Term Lease
30-Jun-06	Mountmellick Census Office	Laois	Mountmellick	4000	Short Term Lease
30-Jun-06	Navan Census Office	Meath	Navan	4000	Short Term Lease
30-Jun-06	Wicklow Census Office	Wicklow	Wicklow	3600	Short Term Lease
30-Jun-06	Castlebar Census Office	Mayo	Castlebar	2136	Short Term Lease
30-Jun-06	New Ross Census Office	Wexford	New Ross	4336	Lease from Landlord
30-Jun-06	Kildare Census Office	Kildare	Kildare	10400	Short Term Lease
02-Jul-06	Waterford Prob & Wel Off	Waterford	Waterford	25394.76	Lease from Landlord
20-Jul-06	Cork AHGI Office	Cork	Ballincollig	6551.88	Lease from Landlord
01-Aug-06	Bantry Temp GS	Cork	Bantry	27934.24	Lease from Landlord
18-Sep-06	Riverbank Courts	Dublin	Dublin 08	38092.14	Lease from Landlord
17-Oct-06	Victoria Street SWO	Dublin	Dublin 08	44440	Lease from Landlord
31-Oct-06	Sligo Temp OPW Office	Sligo	Sligo	6500	Short Term Lease
07-Nov-06	Ballinasloe Gov Office	Galway	Ballinasloe	4951.96	Lease from Landlord



Facilities and Event Management

DUBLIN CASTLE.

Dublin Castle enjoyed another successful year with continued high usage of its conference and event facilities. A total of 457 events took place and the total attendance at these events was approximately 64,000, an increase of over 16% on the previous year.

137,000 visitors were given guided tours of the State Apartments in a total of 6,000 guided tours.



State Events

The Dublin Castle management team continues to provide event management services to the State and 2006 was a particularly demanding year for this area of operations.

Notable events that were managed by the team were the 1916 Commemoration Parade, the State Funeral of the late former Taoiseach, Mr. Charles Haughey, the 90th Anniversary Commemoration of the Battle of the Somme and the National Day of Commemoration.

THE ROYAL HOSPITAL KILMAINHAM

The OPW Facilities and Event Management Unit support, in association with the Irish Museum of Modern Art (IMMA), the conference and event management operation at this prestigious venue. In 2006 the RHK hosted 80 events with a total attendance of 17,000.



FARMLEIGH

Farmleigh successfully continued its role as the official State guest house playing host to a number of important State visits during 2006 including residential stays by Heads of State and leading dignitaries from Croatia, Australia, New Zealand, Norway, Egypt and the President of the European Parliament.



Farmleigh also hosted 96 high level Government events in 2006 attended by 3,412 delegates.

Farmleigh's public access programme had another very successful year in 2006. Over 277,000 visitors attended the various open days, guided tours and free public events from March through to December. This represented an increase in visitor numbers of over 50% on the previous year.

ARAS AN UACHTARAIN

The Facilities and Event Management Unit co-ordinates and manages a range of property, housekeeping and catering services at Aras an Uachtarain on behalf of the Office of the President. The number and range of events hosted at the Aras during 2006 ensured that the facilities team there had another very busy year. Visits of Heads of State and other dignitaries, public tours of the House and other events held at the Aras resulted in 15,559 visitors in total being catered for in 2006.



CASTLETOWN HOUSE

Responsibility for the management of Castletown House transferred to the Facilities and Event Management Unit in 2006. A planned investment programme will see visitor facilities at the House further improved in 2007 with the opening of new Tea-Rooms, improved access and car parking and more public events.

GENERAL FACILITIES MANAGEMENT SERVICES.

The Facilities and Event Management Unit oversees the provision, through contracted service providers, of a full range of support services at other properties such as the new Government Laboratories at Backweston, Co. Kildare, the Northside Civic Centre in Coolock, Dublin. And the Government Offices in Roscommon. The objective is to ensure the provision of a professional, cost-effective and best practice facilities management service to the client Departments.

Property Maintenance Services

The Property Maintenance Services business unit is responsible for organising and responding to maintenance requests from OPW Heritage Service, Government Departments and State Agencies through the 'Q' accounts system. The business unit is also responsible for the eight Regional and seven District offices around the country, Building Maintenance Services in Dublin, Cork and the Limerick workshop, minor capital works including Garda works and office fit-outs through subhead E and money lodged with OPW by Departments and Agencies, Health & Safety Policy Unit, Asbestos Removal & Reinstatement Unit and Furniture Branch. The Unit handles the billing for the Mechanical & Electrical Services but has no input in to the M&E maintenance policies, procedures or protocols.

The capital throughput in the business unit in 2006 was approximately €133,000,000-00. This is broken down as follows:

• Property Maintenance and Regional Offices	€20,000,000-00
• Building Maintenance Service	€14,500,000-00
• Minor Capital works including minor Garda on subhead E	€40,000,000-00
• General Maintenance Client Accounts ('Q' a/cs)	€14,205,000-00
• Agency work done by OPW for Departments (SWAs)	€5,814,000-00
• Asbestos & Reinstatement	€25,000,000-00
• Health & Safety Unit	€500,000-00
• Furniture Branch	€13,000,000-00

The entire operational framework of Property Maintenance and its sub units is undergoing radical change as to how it will undertake its work over the next five years.

The challenges facing the Business Unit in the future are decentralisation, new regional boundaries and controls for managing a diverse workload having a geographical widespread personnel base.

The construction works breakdown in to two main categories; Minor works, capital expenditure and monies lodged by clients and current expenditure, maintenance works. The staffing levels in all areas have been dropping over the last five years while the throughput of work has tripled. Building Maintenance Service has reduced from 267 to 200, Property Maintenance, Regional and District staff from 150 to 135. There is also the establishment of the new Health & Safety Advisory Unit, which has been staffed from existing personnel resulting in additional strains on the Business Unit's resources. A large amount of input resources were required from Property Maintenance during the introduction of the new Management Information Framework and the new accounts codes. This was necessitated by the fact that the unit's management software is possibly the biggest generator of instructions-to-pay orders amounting to approximately 35,000 orders per year. The bulk of these are electronic. It is scheduled to have the Property Maintenance development programme on track by the end of 2007.

The maintenance operations in the greater Dublin area is seeing the start-up of a new Measured Term Maintenance Contract for undertaking maintenance works and will lead, in time, to carrying out minor capital works and fitouts through this procurement system. A common helpdesk will also be used for the first point of contact for Departmental clients and Agencies to request maintenance services. The helpdesk is one already used by M&E Services and will give a single point of contact for all building, mechanical and electrical maintenance works provided by OPW. These new procedures will be further developed for building maintenance over the next three years.

The increase of the value of the minor capital works has risen from approximately €15m in 2001 to €40.5m in 2006. This does not take in to account the money lodged with OPW by client Departments. It has become necessary to evaluate the expertise of technical and administration staff. Capital works and maintenance works will be split to form a new minor capital works unit comprising of regional architects, architects, graduate architects and architectural technicians and the maintenance works will be supervised by the maintenance co-ordinators and district inspectors. Management and back-up services will also have to be put in place for a proper and speedy service delivery to OPW's clients.

The major challenges facing Property Maintenance Services are recruitment of administrative and technical staff into the regional offices and the proposed decentralisation of OPW's head office to Trim and the creation of three new larger regions based on the provincial boundaries.

The asbestos programme is ongoing and will continue to spend at approximately €25m per year. The asbestos survey of all State buildings was finished in 2006. This will enable a programme of works to be put in place for the next three years.

Furniture Branch is delivering on its services of space planning for Departments and supplying furniture, carpets and curtains or blinds for the decentralisation programme through a call-off contract. The Furniture Branch workshop has an ongoing programme of furniture restoration, French polishing and upholstery. Other services include the provision of furniture and crockery to the Irish Embassies and assorted items to the prison service.

Building Maintenance Services are concentrating their resources on historic restorations and will withdraw from general maintenance work. These works will be transferred to the Measured Term Maintenance. This will free up BMS to undertake contract works, normally outsourced, in the heritage properties as well as the maintenance works.

Project Management Services

Project Management Services (PMS), with the assistance of the OPW's Architectural and Engineering Services and such private sector professional disciplines as may be required, manages the delivery of new construction, refurbishment, conservation and major maintenance projects on behalf of the OPW and its clients and customers.

Project Management Services articulates, in detail, the clients or customers brief of requirements in order to assist in delivering these on time, within budget and to the highest architectural and engineering standards, in compliance with Government and EU Procurement procedures.

Delivery of clients and customers requirements involves managing the development of tender documentation, assembly and appointment of the design team, securing necessary planning permission, selecting contractors, overseeing progress on site and managing the costs of the projects.

OPW's client base includes the following: Department of Justice, Equality and Law Reform, the Department of Social and Family Affairs, the Department of Agriculture and Food, Department of Defence, Department of Transport, the Department of Environment and Local Government, the Department of Foreign Affairs, Department of Health, the Oireachtas, the Revenue Commissioners, the Irish Coastguard, Dublin Zoo and of course ourselves.

Office Rationalisation Programme

Expenditure in 2006 was €7.5m approximately.

Completed	In Progress	Planning Permission/ Tender Stage etc	In Planning
Civil Defence New Offices - Roscrea, Co. Tipperary	Department of Social & Family Affairs - Ballymun	New OPW Workshop, Ballina, Co. Mayo	Land Registry - Church Street/Hammond Lane
Department of Defence, Colaiste Caoimhin (Dublin) - Health & Safety works	Land Registry Santry - Warehouse Facility	Dept. of Agriculture & Food - New District Veterinary Office, Drumshanbo, Co. Leitrim	Department of Transport - Dundalk
	Dept. of Transport - Driving Test Centre, Finglas, Dublin	Revenue Commissioners - Castlebar	Department of Foreign Affairs, Iveagh House - refurbishment works, Phase D
	Probation & Welfare Service - St. Nicholas Church, Cork - Refurbishment	Revenue Commissioners - Galway	
	Navan New Government Offices	Revenue Commissioners - Georges Street, Dublin	
	Department of Health - GRO Irish Life Centre, Dublin	Revenue Commissioners - Ennis	
	Department of Environment & Local Government - new entrance way & other works	Government Offices - Thurles	
	Leinster House - An Siopa, Kildare Street	Department of Justice - Irish Life Centre	
		Leinster House - Merrion Street Pavilion	

Garda Building Programme

Feasibility / Site Acquisition / Sketch Scheme	Planning Permission/ Tender Stage etc	On Site	Completed
Ballinahassig	Ballincollig	Castlerea	Ballina
Ballyvary	Ballymote	Irishtown	Ballinagarry
Carndonagh	Bangor Erris	Leixlip	Bantry
Castleisland	Buncrana	Oranmore	Carbury
Dromad	Claremorris	Trim	Donard
Easkey	Finglas	Ballymun	Schull
Elphin			Templemore
Enfield			Urlingford
Henry St. Limerick			
Kevin Street Dublin			
Kilfinane			
Kil O'Grange			
Portlaoise			
Rearcross			
Wexford			
Carrigtwohill			
Dundrum			
Galway City			
Tallaght			
Tralee			
Swords			
Birr			
Maam			
Lettermore			
Castletown			
Doon			
Kilconnell			

Leinster House / Oireachtas Programme

Expenditure in 2006 was €1.6m

A contract has been placed for the new Siopa and a contract is expected to be placed for the new pavilion at Merrion Street during the year. Fire safety and prevention works will also be completed.

Department of Social and Family Affairs Programme

Expenditure in 2006 was €7.2million.

Completed	In Progress	Planning Permission/ Tender Stage etc	In Planning
Hynes Building, Galway - fit-out of ground and 1st floors			Ballina (Co Mayo) -new local office
Bray - Construction of new Local Office	Ballymun - Construction of new Local Office		Kings Inn House, Dublin
		Buncrana Co Donegal (Being done in conjunction with Decentralisation project.)	Tullamore
			Killarney
			Cavan

Large Building Projects

OPW has taken on a wide variety of works at the Garda Headquarters in Phoenix Park including the Forensic Laboratory, Fleet Management relocation, the refurbishment of the following sections: Ballistics, Gate Lodge, Band Room as well as Block N. All of these works are either on or expected on site during the year.

Work to Elizabeth Fort in Cork has been completed.

Court Services Programme

Completed	In Progress	Planning Permission/ Tender Stage etc	In Planning
Bray - Construction of new Courthouse	Bow Street Courthouse Four Courts Control Room	Criminal Court Complex - Public Private Partnership	Mullingar Courthouse
Longford Courthouse	Thurles Courthouse	Kilkenny - refurbishment	Tralee Courthouse
Nenagh Courthouse	Tullamore Courthouse	Monaghan - refurbishment	Ennistymon Courthouse
		Dolphin House	Wexford Courthouse
		Manorhamilton Courthouse	Youghal Courthouse
		Blanchardstown Courthouse	Killarney Courthouse
			Boyle Courthouse
			Swinford Courthouse
			Roscommon Courthouse
			Kilmallock Courthouse
			Ballina Courthouse Dun Laoighaire Courthouse
			Galway City Courthouse
			Clonakilty Courthouse

Irish Prison Service Programme

Completed	In Progress	Planning Permission/ Tender Stage etc	In Planning
	Irish Prison Service - Portlaoise Prison C Block		Irish Prison Service Construction of bridge to Spike Island

Dublin Zoo

A new 5-year programme of Capital Development Work commenced in 2006. The first project in this programme is the development of a new elephant exhibit, which is due for completion in Spring 2007. In addition to this the reconstruction of the Haughton House will commence later this year.

Coast Guard Stations

The construction of a new Coast Guard Station in Bunbeg, Co. Donegal is now complete and we are in a position to place the contract for the development of a Coastguard Station at Toe Head, Co. Cork.

Others

In addition the Office undertook work on a repayment basis for other State Agencies. Among the completed projects were the fit-out of offices in Dublin for the Ombudsman for Children at Millennium House, 52 -56 Great Strand Street, Dublin 1

Projects on site include a new development for the Environmental Protection Agency in Kilkenny.

Projects in planning include the, refurbishment of offices for the Adoption Authority at Shelbourne House, Shelbourne Road, Dublin and refurbishment of offices for the Environmental Protection Agency in Wexford.

Construction will be completed on a new Regional Headquarters for Waterways Ireland at Scarrif, Co. Clare.

Decentralisation Programme

Completed	In Progress	Planning Permission/ Tender Stage etc	In Planning
Irish Prison Service, Longford -Shell & Core	Irish Prison Service, Longford -Fit-out	Department of Social & Family Affairs, Buncrana, Co Donegal	Defence Forces, Curragh
	Sligo - Extension to Pension Services Office (Department of Social & Family Affairs)	Department of C.R. & G.A. Furbo, Galway	
	Private Security Authority, Tipperary		

Decentralisation Programme - New Builds

Significant progress was made in 2006 in advancing the Decentralisation Programme where the construction of new buildings is the preferred option in terms of providing accommodation for decentralising Government Departments and Offices. A number of procurement methods are being employed in these cases, including Client Led Design Build, Design Build and Design Build Finance Maintain. In relation to the latter, the PPP model is being used with financial advice being provided to the OPW by the National Development Finance Agency.

Construction work was well advanced during the year in Longford where a new Headquarters building is being provided for the Irish Prison Service and in Sligo where staff of the Department of Social and Family Affairs will locate.

Planning permissions were obtained and contractors selected to build a new Headquarters building for the Department of Arts, Sports and Tourism in Killarney and a new facility for the Department of Education and Science in Athlone. Construction work will commence early in 2007.

A large number of other projects were at an advanced stage of the procurement process. These include new Headquarters buildings for the OPW in Trim and the Department of Community, Rural and Gaeltacht Affairs in Knock, together with accommodation for the Revenue Commissioners in Newcastlewest and the Department of Communications, Marine and Natural Resources and BIM in Clonakilty. In all of these cases, a preferred tenderer was selected and the matter of obtaining satisfactory planning permissions was being pursued at years end.

Also at the end of 2006, tenders were being evaluated for new Headquarters buildings for the Department of the Environment and Local Government in Wexford and the Department of Defence in Newbridge. Contractors will be appointed early in 2007.

Expressions of Interest were received in 2006 from potential developers in the case of a major PPP project which will involve the construction of new offices for the Departments of Agriculture and Food, Enterprise, Trade and Employment and Education and Science in Portlaoise, Carlow and Mullingar, respectively. This project will be moved forward to the tender stage at the earliest possible date with a view to the buildings being in place in 2009.

Expressions of Interest from contractors were also received in 2006 in relation to six further locations. In these cases, briefs of accommodation requirements will be finalised with the relevant public bodies and tenders invited at the earliest possible date. The locations are Cavan Town (Department of Communications, Marine and Natural Resources), Thurles (An Garda Síochána), Roscommon Town (Land Registry), Tipperary Town (Department of Justice, Equality and Law Reform), Edenderry (Higher and Further Education Bodies) and Dungarvan (Ordnance Survey Ireland).

A high level of activity also occurred across a range of other projects related to the Decentralisation Programme and these are being advanced as quickly as possible having regard, inter alia, to the need to acquire suitable sites and the ability of the Departments and Offices concerned to provide detailed briefing of their accommodation requirements.

Cultural Institutions / Heritage Properties / Sundry Works

Completed	In Progress	In Planning
Completed Military History Exhibition, Collins Barracks, National Museum of Ireland	No. 5 South Leinster Street Refurbishment, National Gallery of Ireland	Peach House Restoration, Áras an Uachtaráin
Basement Storage, National Gallery of Ireland	Carpark and Access Road, Farmleigh	Communications Initiative, Áras an Uachtaráin
Restoration of the William & Mary Cistern (now in Aras an Uachtaráin)	Fire, Security and Gallery Lighting project in the Royal Hospital Kilmainham	Historic Buildings Refurbishment, National Gallery of Ireland
Dinis Cottage, Killarney - Refurbishment	New Heritage Council headquarters in Kilkenny	New Asgard Pavilion, Collins Barracks, National Museum of Ireland
Emo Court - provision of Tearoom	Muckross House, Killarney - Disabled Access	Fire Suppression Works in Marsh's Library
	Redevelopment of Theatre Royal, Wexford	Renovation of Seminar Room in Marsh's Library
	Provision of Office Accommodation for NPWS at Lagduff	External Lighting project in the National Concert Hall
		Castletown House - Security/Perimeter Fencing
		Royal Hospital Kilmainham - Adjutant General's House
		Royal Hospital Kilmainham - Provision of Off-Site Storage & Addition of Mezzanine Floor
		National Concert Hall - Draught Lobby/Canopy
		Ballycroy, Co. Mayo - New Visitor Centre
		St. Enda's Museum - Refurbishment
		Clara Bog - New Visitor Centre, Co. Offaly
		Phoenix Park, Walled Garden - Restoration
		Botanic Gardens - Restoration of Cactus, Lily & Fern House
		Rathfarnham Castle - Universal Access Programme
		St. Enda's Rathfarnham Refurbishment of Gate Lodge
		National Library -New Repository
		Portumna Castle - Restoration of 18th century courtyard and provision of staff accommodation



Special Projects Unit

Marine Institute HQ at Oranmore, Co. Galway, construction of this new 10,900m² facility was completed in March 2006 and was officially opened by An Taoiseach in June 2006.

Central Veterinary Research Farm at Longtown Farm, Clane, Co. Kildare. Tenders for this facility are expected to issue in early 2007 with construction starting in mid-2007 and will take 12 months to complete.

Construction of new 6,050m² office accommodation for 250 staff of the Department of Agriculture & Food at **Backweston**, commenced in August 2006 and is expected to take 18 months to complete.

The Enabling i.e., Demolition Works for the **new office development** of over 4,000m² for the Department of Finance at **7-9 Merrion Row/Military Billets** i.e., the site of the former National Museum building adjoining the Huguenot Cemetery and the Military Billets on the South Road of Government Buildings, was completed in March 2006. The Main Contractor started on site in July 2006. The landmark 6-storey over basement structure had progressed to third floor level by year end. The construction of the tunnel under the South Road linking the Billets with Government Buildings was substantially completed by year end also. The contract is expected to be completed by early 2008.

The building contract for the **redevelopment of the Assay Office** in Dublin Castle was placed by SPU in July 2006 and will be completed by early 2008. *[The Assay Office houses the Company of Goldsmiths - the last of the City Guilds; they were established by Royal Charter under Charles 1 on 22nd December 1637 and have been in continuous business since then and in Dublin Castle since 1925].

The contract for the Alterations to the **East Gate of the RHK** at Military Road was placed in October 2006 and will be completed early in 2007.

National Conference Centre (NCC). Negotiations with the Provisional Preferred Tenderer continued in 2006 and culminated in the Spencer Dock consortium being appointed as Preferred Tenderer in August 2006. Contract award of this complex Public Private Partnership (PPP) project is anticipated to happen early in 2007 (subject to Government approval). Construction of the NCC is expected to commence shortly after Contract award and will take 40 months approx. to complete.

Mountjoy Prison Redevelopment - OPW, on behalf of the Department of Justice, Equality and Law Reform have appointed a Design Team to seek Planning Permission for the redevelopment of the site aimed at optimising its use and maximising its value.

SPU currently provides **advice on** Projects carried out as part of **DAST's Sports Capital Programme**, where a Grant in excess of 150,000, for a particular development, has been approved.

The Unit continued to act as **Technical Advisers to the Department of Arts, Sport & Tourism (DAST)** on the proposed **redevelopment of Lansdowne Road** into a 50,000 all-seater Stadium under the joint sponsorship of the IRFU and FAI. A joint venture Company, Lansdowne Road Stadium Development Ltd., (LRSDC) was established by the FAI and IRFU to procure the redevelopment and the Unit has liaised closely with both LRSDC and DAST in the process. An Oral Hearing convened by An Bord Pleanála on foot of the objections lodged to the Planning Permission for the development was completed just before Christmas 2006 and the result of the hearing is expected in early 2007.

As part of its Decision to support the redevelopment of Lansdowne Road, the Government also committed itself, as financial resources permit, to the development of a **Sports Campus at Abbotstown**. The Campus is to include medical, research and training support for elite athlete development plus administrative facilities for the smaller sports bodies, in addition to a range of other facilities including pitches and training grounds. The Campus at Abbotstown is being procured by Campus and Stadium Ireland Development Ltd., (CSID) which envisages that the

Facility will be financed by a combination of Government Grants, Capital Contributions from National Governing Bodies of the various sports organisations, Fingal County Council and the Sale/Lease of surplus land. SPU's role in relation to the Project is to act as Technical Advisors to DAST/CSID.

OPW/SPU was also charged with delivering a **Planning Study of the Abbotstown lands for Fingal County Council**. It is expected that the Study, if adopted by Fingal County Council, will assist the speedy delivery of Planning Approval(s) for the various facilities on the Campus. OPW chaired a Steering Group involving DAST, CSID, the Department of Finance, Department of Agriculture & Food and Fingal County Council itself and the Study was virtually completed by end 2006.

SPU was requested by CSID to project manage the **relocation of the FAI Headquarters from Merrion Square to the former State Laboratories in Abbotstown**. A Design Team was appointed by SPU during 2006 and Change of Use Planning Permission for the development was obtained from Fingal County Council in November 2006. Tenders for the works were invited and placing of the contract(s) await CSID/DAST's approval to proceed.

Total Expenditure by Special Projects Unit in 2006 was €13M.

Completed	In Progress	Planning Permission/ Tender Stage	PPP
Provision of Accommodation for the Department of Finance at 7-9 Merrion Row (Enabling Works)	Provision of Accommodation for the Department of Finance at 7-9 Merrion Row (Main Contract)	Department of Agriculture & Food Farm Facility at Longtown, Clane, Co. Kildare	National Conference Centre
Relocation of the Marine Institute HQ to Galway.	Provision of office accommodation for the Department of Agriculture & Food at Backweston.	Relocation of the FAI HQ from Merrion Square to the former State Laboratory in Abbotstown	
	Redevelopment of the Assay Office, Dublin Castle.	Mountjoy Prison redevelopment	

Projects Support Unit:

PSU provides support on the daily operation of Project Management Services (PMS) by way of advice, both general and specific, and responds to queries on various aspects of construction procurement.

PSU also (a) services OPW's Consultants Selection Committee through the provision of secretarial support; (b) maintains and updates PMS ISO Policy and systems and monitors adherence by PMS in the operation of processes to the agreed standards and ensures retention of ISO accreditation; (c) maintains PMS Intranet site and updates various databases associated with PMS's Projects Management Plan (PMP), e.g. project details, consultants' lists, cost norms, Electronic PMP forms, tenders, contracts, etc.

PSU maintains contacts with consultants, contractors, other business units within OPW, professional institutions, other Government Departments and agencies.

The Office of Public Works is represented on the Government Contracts Committee for Construction (GCCC) and other Inter-Departmental Committees relating to construction procurement through the Projects Support Unit (PSU). In that capacity, PSU have been involved in the drafting and development of the new forms of Conditions of Engagement for Construction Consultants and Conditions of Contract for Public Works Contracts, issued by the Department of Finance and associated guidance documentation.

Universal Access

The Office of Public Works owns or leases in excess of 10 million sq. ft. of accommodation spread through more than 2,000 properties and manages and provides visitors' services to National Monuments and Heritage Buildings.

While OPW has an ongoing commitment to the provision of universal access in all State properties to all users whatever their status, we have statutory duties to provide access to persons with disabilities under the Disability Act 2005, Employment Equality Act 1998, Equal Status Act 2000 and Building Regulations 2000.

The Disability Act 2005 requires public bodies to make public access areas of public buildings accessible in compliance with Part M Building Regulations no later than 31 December 2015 (Section 25) and heritage sites in its ownership, management or control, which are accessible to the public, accessible to persons with disabilities (Section 29). Section 29 will come into operation on 31 December 2007.

OPW continues to have access audits carried out on State buildings, to prepare action plans and institute remedial works. High profile projects to provide universal access commenced in 2006 on the East Wing, Aras an Uachtarain, Muckross House and the Dail Chamber.

The architectural practice within the Office of Public Works provides a service of exceptional quality. It provides a comprehensive design and project management service for public sector building projects, a conservation management and advisory service and offers independent advice to the Government on architectural issues.

By operating closely with the Structural Engineering and Mechanical and Electrical Sections of the Engineering Services Business Unit and with the Quantity Surveying Section it offers a full in-house multi-disciplinary service to its customers.

Architectural Services have developed a reputation for quality and professionalism reflected by the many awards achieved.

The practice has developed a comprehensive management system that is ISO 9002 accredited and produces annual accounts that consistently show Architectural Services to be operating at a notional surplus.

Services offered to our customers include:

- Provision of full design and construction management service
- Project feasibility studies and reports
- Development of initial brief
- 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

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

- Modern office accommodation
- Conservation and restoration of heritage properties
- Prison buildings
- Garda buildings
- Courthouses
- Laboratories
- Public Offices and Government Departments
- Public access at heritage sites
- Exhibition Design
- Universal Access
- Sustainable Design
- Urban Design

Project Portfolio

One of the principal challenges for Architectural Services in 2006 was the continuing demand of the Decentralisation Programme. Attention was particularly directed to the provision of office accommodation on a priority basis while at the same time maintaining and perfecting procedures devised to ensure architectural quality. This was facilitated by feedback from the unfolding tender processes and also from the development of more sophisticated briefing information.

Some of the significant projects to complete construction in 2006 were - Irish College Leuven (phase1); Galway Civic Museum; Military History Museum Collins Barracks; Marine Institute Galway and the Inland Waterways HQ in Scarriff.



The year commenced with a work programme of 389 projects with a combined value of €1.598 billion. By the end of 2006 this had grown to 435 projects with a value of 1.646 billion.

Continuing Professional Development (CPD)

The CPD Programme continued in 2006 with training and other events including:

- Safepass accreditation for an additional 58 staff members including the Graduate Architects. Over 100 Architectural Services head office staff possessed a valid Safepass card by the end of 2006.
- Participation by selected staff at Historic Houses of Ireland Annual Conference in Maynooth.
- Presentations on Urban Design by selected staff to colleagues. Attendance at conferences on Master Planning and Urbanism.
- Series of lectures and RIAI approved CPD courses for selected staff, on Health and Safety and Inclusive design.
- Day courses for individual staff members on Conservation Engineering and Historic Roofs, in association with the Dublin Civic Trust.
- Participation by selected Architectural staff at the Gardens & Tourism Conference
- Legal briefing of Architectural Management staff on the new "Safety, Health and Welfare at Work (Construction) Regulations 2006.
- Attendance at "Designing for Safety" course accredited by the RIAI.
- Attendance at "See the Light" energy conference organized by Sustainable Energy Ireland.
- Senior Architectural management staff attended conferences relating to European Environmental Policy, & Public Private Partnerships.
- Companies with appropriate (RIAI or RIBA) CPD accreditation continued to give a variety of Technical and Trade presentations to Architectural staff throughout 2006. Topics covered included, Building "3D" software, Roofing systems and Wood preservation, Building surveying Software and equipment.
- Further training in BREEAM Assessment for offices was received by selected Architectural Staff at the Building Research Establishment in Watford, England.
- Senior Architectural Management staff received training on the New Forms of Government Contracts, due for opening in February 2007.

Graduate Training Programme

- The joint RIAI/OPW Graduate Training Programme, established in 2004, has been expanded to a complement of 30 Graduates.
- The training programme aims to provide graduates with the experience required for the RIAI/ NUI examination in professional practice and during their time with Architectural Services, they made a positive contribution to the design and development of various projects.

Conservation

The Conservation Unit, in addition to executing major building conservation projects and providing advice in relation to protected structures, continued with a range of conservation research initiatives, including:

- Developing a Building Stone and Quarry Source Database with the Geological Survey of Ireland.

- Conservation Research into Historic Paints under joint agreement with the State Laboratory.
- Developing a Framework for the Appraisal of Cultural Significance in partnership with the School of Architecture, University College Dublin.
- Research into the Suitability of Specific Timbers for Joinery Repair in Historic Buildings in collaboration with English Heritage.
- Research into the movement of Air within Building Cavities in collaboration with English Heritage.
- Participation in a European study on Treatments for the Conservation of Historic Ironwork.

Sustainable Development and Universal Access Work Group

- The OPW SD+UA Workgroup (Workgroup on Sustainable Design and Universal Access) continued to research best practice, methods and standards for Architectural Services and advised on the CPD Programme.
- The Green Design Audit Checklist, a self-auditing tool, is available on the intranet to assist the design process at various stages.
- The Accessibility Audit Checklist is available on the OPW intranet site to assist designers audit design to comply with the current statutory building regulations. It has been supplemented by Best Practice Accessibility Auditing Checklist for workplaces as part of the Decentralisation Output Specification
- The OPW currently have twenty-five qualified access auditors to assist in auditing of buildings within the State property portfolio following a request from a Government Department.
- During 2006 the SD+UA Workgroup provided assistance and advice in the development of the generic output specification to be used in the Government Decentralisation Programme and other PPP projects.
- Members of the SD + UA represented the OPW on the RIAI sustainability Task Force and the Accessibility Task force.
- The OPW is a project partner to IBEAM and the SD + UA Group participates on the Industry Committee. The IBEAM project was established to research and develop a methodology for an Irish Building Environmental Assessment Tool and to explore possible innovations in the method of application and implementation specific to the Irish market and building sector.

With staff drawn from a range of engineering disciplines, this business unit delivers engineering services and advice in the civil, mechanical & electrical and hydrometric fields in connection with its own work programme and that of other Office of Public Works business units. Activities can be broadly divided into flood risk management and property-related programmes.

Flood Risk Management

In its role as the State's lead agency for flood risk management OPW made substantial progress during 2006 in implementing many aspects of national flood policy:

Flood Studies Report Update Programme

This Programme, which will greatly enhance and update the data available for flow analysis, is well underway, with a number of data preparation and research and development contracts commissioned, and, in some instances, completed. Further research and information system development contracts will be issued in 2007.

Strategic Review of the Hydrometric Monitoring Programme

A contract was awarded in late 2006 for the review, which will examine existing availability and future requirements for flow data.

Research and Development Programme

An outline administrative framework has been developed for the Research and Development Programme, with implementation expected to commence in 2007.

Flood Hazard Mapping Programme

A key step in implementing the national flood policy was realised in 2006 with the launch of the Flood Hazard Mapping website, www.floodmaps.ie.

The site displays quality-controlled historic and indicative flood hazard data in a map-based format. Flood Hazard maps are recognised internationally as an essential foundation for managing flood risk and an imminent EU Directive will require all Member States to prepare them. Their purpose is to:-

- guide Planning Authorities in preparing Development Plans and assessing planning applications
- raise public awareness of flood risk
- assist emergency response planning
- facilitate targeting of flood relief and flood risk management programmes

OPW's project to produce the website had two elements:-

- collection of data in relation to past flood events
- development of a web-based Geographic Information System / database to display the data.

Data was collected from more than 40 source bodies, mainly Local Authorities and other state organisations. Material collected included engineering reports, photographs and previously undocumented local knowledge of Local Authority field staff.

Development of the GIS / database took place in tandem with data collection. Design of the site was guided by a group consisting of representatives of stakeholder organisations and Local Authority staff assisted with system testing. The system was designed to be as easy to use as possible and to cater for a range of users from engineering practitioners to members of the public. It provides direct access to material that had not previously been widely available.

Since its launch in October 2006 more than 12,000 users have visited the site and it continues to receive more than 100 visits on average per day. Feedback has been generally very positive and it has prompted users to contribute valuable additional flood information.



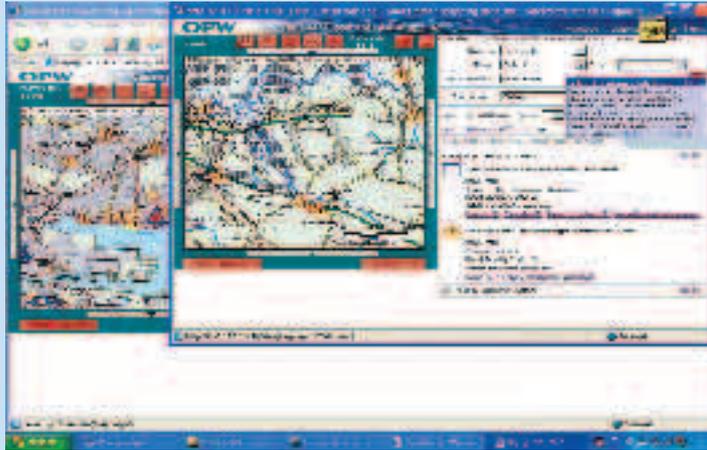


Image from Flood Hazard Mapping website

River Basin Flood Risk Management Planning Programme

Pilot studies for Flood Risk Assessment and Management Studies, the implementation mechanism for the Programme, have commenced for the Lee and Dodder Catchments. Preparations are underway for a similar study to be undertaken in-house for the Suir Catchment. Localised studies are also underway for Tullamore and Portarlinton in response to significant development pressures in those locations.

These studies are being run in line with current international best practice and emerging EU proposals in relation to the assessment and management of flood risk. Predictive flood hazard maps that will be developed as part of these studies will be displayed on the website developed under the Flood Hazard Mapping Programme.

Tenders were obtained for a framework agreement to commission aerial surveys of substantial areas of floodplain throughout the country which is required as a foundation of this Programme.

Flood Forecasting and Warning Programme

A flood forecasting system has been installed for Clonmel and systems are under development and testing for Mallow and Fermoy in connection with the implementation of flood relief schemes for these towns that are dependent on the provision of flood warning.

Emergency Response Development Programme

The OPW initiated a project to prepare guidelines on the preparation of flood event emergency response plans, in conjunction with relevant stakeholders.

Public Awareness and Preparedness Programme

A publicity campaign was conducted to highlight updated information material and a website (www.flooding.ie) that had been launched in 2005 to raise the level of public awareness and preparedness in relation to flooding.

Planning and Development Management Programme

Tenders were obtained for the appointment of consultants to assist in the preparation of guidelines on the consideration of flood risk in planning and development management that will be issued to those involved in planning processes.

Asset Database and Management Programme

The development of a defence asset database has commenced as part of the Flood Risk Assessment and Management Study for the Lee Catchment, Cork, for use on that study and also nationally.

OPW Flood Response Development Programme

A draft OPW flood response procedure has been developed and is under review.

Quality Service

- Engineering Services retained its accreditation to the Institution of Engineers of Ireland Continuing Professional Development training scheme for professional and technical staff.
- All Engineering Services sections already accredited to the ISO 9001 standard retained that status following external audits conducted in 2006.
- Drainage Maintenance Section completed preparations for seeking accreditation to the ISO 18001 (Health & Safety) standard.
- The customer satisfaction-monitoring programme in Drainage Maintenance Division again yielded a high satisfaction rating from clients.

The other main activities and outputs in Engineering Services during the year were as follows:-

	East Region		West Region		S-W Region		Total	
	2005	2006	2005	2006	2005	2006	2005	2006
Main channels (km)	94	59	178	167	98	79	370	305
Minor channels (km)	884	857	537	514	507	458	1938	1829
Structures repaired or replaced	107	27	66	60	113	136	286	223
Bridge development applications	147	171	35	95	95	152	277	418
Labourforce (at 31 December)	121	130	95	95	71	74	287	299
Maintenance expenditure (€m)	5.9	6.1	5.2	5.5	4.6	4.8	15.7	16.4

Unusual aspects of the maintenance programme in 2006 included:-

- Assistance was provided to Mayo County Council in completing remedial drainage works in Pollatomish, following the landslides of 2003.
- OPW's involvement in revitalising the Galway Waterways continued with refurbishment works, consisting of the removal of overgrown vegetation, silt and litter, staunching leaks and repairs to the stone fabric of the waterway known as the Slaughterhouse River.
- OPW assisted Westmeath County Council in improving the capacity of the River Brosna through Mullingar by carrying out works including upgrading two road bridges and improving the conveyance of 200m of channel.

Environmental Unit

During 2006 the Environment Section:

- Commissioned Ecological Impact Assessments on the effects of drainage maintenance operations on certain species and habitats which are listed as protected under the Habitats Directive.
- Commenced the process of screening the Arterial Drainage Maintenance Programme for Strategic Environmental Assessment requirements.

- Commenced co-funding with the National Parks and Wildlife Service of a two year study on waterway birds in Ireland.
- Oversaw the continued development and implementation of the Environmental Drainage Maintenance Programme.
- Monitored compliance of drainage maintenance operations with the Guidelines on Environmentally Sensitive Channel Maintenance.
- Implemented five Preliminary Waste Management Plans and audited six plans already in place in the Drainage Maintenance offices and depots.
- Represented OPW in relation to implementation of the Water Framework Directive and the National Biodiversity Plan and participated in the Aquatic Invasive Species Task Group..

Mechanical Engineering

To enhance operational effectiveness the ongoing plant management programme was expedited and new equipment and vehicles costing 3m were purchased. The bulk of the 2006 spend was on maintenance and replacement plant but it also included procurement of specialized rock placement gear to facilitate the passage of salmon at Kilkenny weir and equipment to assist County Councils in pumping water to clear roads in the West. Specialised weed cutting equipment was also provided to assist in a pilot project to address the problem of Lagarosiphon Weed in the Corrib Catchment. Biodiesel was introduced in some of the fleet on a pilot basis.

Central Engineering Workshops

CEW continued to provide support to Engineering Services drainage operations and also carried out a number of projects for other OPW business units and outside bodies including:-

Drainage support included design and manufacture of new mobile canteen; manufacture of panels of railings for Kilkenny Flood Relief Scheme; manufacture of sluice gates for Cadamstown and Killimor

Other projects included manufacture or refurbishment of gates and railings at various historic properties and refurbishment of antique metalwork elements at Birr Castle Telescope, Galway Weir and a listed structure at Derek Hill Museum, Donegal Fourcourts



Refurbished cast iron structure, Derek Hill Museum, Donegal

A statutory inspection service continued to be provided in respect of mechanical plant at various State harbours.

Hydrology & Hydrometric

Hydrometric data collection

At the end of 2006, data was being collected at a total of 356 hydrometric gauging stations throughout the country (295 permanent and 61 project-related stations).

Requests for hydrological data

The Section responded to a total of 280 requests for data or information in 2005 and 98% were processed within 7 days of receipt. Data is also being provided via a dedicated Internet site (www.opw.ie/hydro/home.asp).

Information was also provided in connection with OPW Programmes and those of other State bodies.

Data collection

As part of a programme to automate the process of data collection 20 Hydrometric gauging stations were configured to automatically transfer water level data by telemetry to the Hydrometric database.

Scanning of records

The scanning of approximately 660,000 paper-based Hydrometric records was commenced to ensure their continued availability and to provide enhanced accessibility.

Gauging equipment

A number of sophisticated gauging equipment units were purchased and installed in connection with pilot flood warning systems for the Suir and Munster Blackwater.

Civil and Structural Engineering Services

This unit continued to provide an advisory, design and monitoring service during 2006. A considerable amount of the unit's resources were involved with the assessment of sites and assessment of submissions from developers for Decentralisation Offices.

Design and build proposals for six projects were received and assessed during 2006. The section will have a continued involvement in these projects throughout the construction stage in 2007 and beyond.

The section also provided structural services for six decentralisation projects, which were at pre-tender stage in 2006.

Project/Activity	No. on hand 1/1/2006	New Projects In 2006	Total	Number Completed in 2006
Building	17	9	26	3
Civil Structural	11	18	29	4
Reports	147	102	249	86

Mechanical and Electrical

A focus on sustainability was notable in a number of projects undertaken in the course of the year. The EPA building in Kilkenny, the Prison Service Building in Longford and the OPW building in Trim were all designed with the use of computer simulation with the objective of providing comfort conditions with low energy consumption.

Work on the Decentralisation Programme continued to be a very significant part of the work in the Section, with a number of developer-lead projects advancing to construction stage. Buildings in Sligo for the Department of Social and Family Affairs and the Department of Finance in Tullamore were progressed substantially in 2007.

The Section provided technical services to a wide variety of unusual projects such as the Military History Museum in Collins' Barracks, the State Farm at Longtown, the Thomas Davis Memorial on College Green and the Bishop's Palace in Kilkenny for the Heritage Council, to name but a few.

Output in 2006 is summarised in the table below.

Work Area	Total Value (€m)
New Works	30
Minor Maintenance Works	15
Programmed Maintenance Work	3.5
Advice and Monitoring (including Decentralisation Programme)	220

Flood Relief Programme

The OPW programme of Flood Relief Schemes, which is managed by Engineering Services, has been ongoing since 1995. Schemes are carried out in association with the relevant local authorities. Works 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. In some situations, OPW has funded Local Authorities directly to undertake flood relief works.

OPW expenditure on Flood Relief Projects amounted to €14.2m in 2006. Expenditure on construction works in 2006 was quite low in comparison with previous years as the major Scheme in Kilkenny was completed at the end of 2005 apart from some works to Lacken Weir to facilitate a new fish-pass, and the major Schemes in detailed design not commencing construction until 2007. Construction works were concentrated in 2 main areas in 2006, i.e. River Tolka works in County Meath and River Tolka works in Dublin City. These works are being undertaken by OPW staff from the East Region Drainage Maintenance for the relevant local authorities under their powers. Works have also been carried out on an advance phase of the Mallow Flood Relief Scheme which is being undertaken by Cork County Council and funded by OPW.

OPW advanced the detailed design of four major schemes in 2006, Clonmel, Mallow, Fermoy and Ennis with all four due to commence construction in 2007. Work continued on the development of Early Flood Warning Systems on the Rivers Suir and Munster Blackwater Catchments in preparation for the construction of flood relief schemes in Clonmel, Fermoy and Mallow.

Significant contributions were made to some Local Authorities to undertake flood relief activities, most notably Dublin City Council which is undertaking the reconstruction work at Spencer Dock between the Royal Canal and the River Liffey.

River Tolka

Works continued on the River Tolka in Counties Meath and Dublin throughout 2006. One of the main items to be undertaken by OPW's East Region Drainage Maintenance staff was the replacement of Loughsallagh Bridge between Clonee and Dunboyne, Co. Meath, a major undertaking as evidenced in the photos below.



River Tolka #1



River Tolka #2

In Dublin City, a major construction job commenced in Griffith Park to support an existing wall which had been greatly undermined over the years and which was supporting a number of houses on the right bank of the river.



Griffith Park #1



Griffith Park #2

Activity on the Flood Relief Programme in 2006 is summarised below

Scheme	Status	Total 2006 €000
Kilkenny	Completion of New Fish Pass	517
Mallow	Completion of Preliminary works.	
	Detailed design ongoing	482
Fermoy	Detailed Design ongoing	282
Clonmel	Completion of Preliminary works.	
	Detailed design ongoing	940
Ennis	Detailed Design ongoing	320
Waterford	Proposed Scheme exhibited	57
Carlow	Proposed Scheme exhibited	
	Works to commence in 2007	12
Tolka DCC	Most works complete	1,177
Tolka Meath	Substantial bridge replacement completed	2,608
Tolka Fingal	Major works to be undertaken in 2007	30
River Dodder	Study in Progress	1,300
Spencer Dock	Contribution to Dublin City Council to undertake major works	2,400
New Ross	Funding of works by Wexford Co Co	400
River Lee (works)	Minor works at Inchigeelagh	84
River Lee CFRAM	Study underway	158
Portarlinton	Study underway	177
Flood Hazard Mapping	Website now live	930
OSI Mapping Licence	Usage of digital maps	675
Templemore	Feasibility study complete	
	Exhibition to be held in 2007	30
Enniscorthy	Feasibility study ongoing	14
Carrick-on-Suir	Scheme completed	57
Public Awareness Campaign	Leaflet campaign	78
Communication Programme	Policy being developed	128
Flood Studies Update	Updating of studies underway	247
Tullamore CFRAM	Study underway	94

Scheme	Status	Total 2006 €000
Clonmel (Boulic Stream)	Contribution to Local Authority for works	750
Research & Development	Ongoing	75
Early Flood Warning System	Systems in development	159
Compensation	Finalisation of some claims	44
Totals		14225



Heritage Services

National Monuments

Financial

Subhead I2

€16,731,069.10 was expended in 2006 from the I2 Subhead. (Of this, €10,842,235.49 was spent on pay and the remaining €5,888,743.61 was spent on non pay).

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

€1,166,308.22 was expended in 2006 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.

Activities

Rock of Dunamase, Co. Laois

The second phase of conservation works at the Rock of Dunamase commenced in January 2005 and comprised conservation and repairs to stone walls, provision of graded access routes and site fencing. The conservation works to the walls in this phase was quite extensive and was aimed at consolidating existing structures to safeguard the castle in the future. This was carried out in accordance with best practice and a feature of the works is that the resultant conservation is unobtrusive, thereby ensuring that the essential historical character of the castle remains. Phase II conservation works were completed and officially opened by Minister of State Tom Parlon, T.D. on 27 October 2006.

This project was funded under the National Development Plan 2000 - 2006.

Clonmacnoise

On 3 November 2006 Minister of State Tom Parlon, T.D., formally marked the occasion of the completion of Conservation works to the Cathedral at Clonmacnoise.

As part of these conservation works, original plasterwork was carefully repaired and all the walls of the Cathedral were consolidated with a lime-based mortar which matched the original medieval work. The area of walling over the fragmentary remains of the West or main doorway of the Cathedral was also extended.

This project was funded under the National Development Programme 2000 - 2006.

The Black Mill, Roscrea, Co. Tipperary

On 24 April 2006 Minister of State Tom Parlon, T.D. formally opened the Black Mill in Roscrea, County Tipperary. The Black Mill dates from the first half of the 18th century. The building has been substantially restored. In addition to an exhibition on the monastic site, the Black Mill also houses the 12th century high cross, St. Cronan's Cross. A balcony level allows viewing of the cross from above. Two artworks are also on display; a wooden sculpture entitled "Cronán" by Mr. Werner Groll and a specially commissioned two-piece glass and wire installation entitled "Verbum" by Ms. Pamela Hardesty.

This project was funded under the National Development Programme 2000 - 2006.

Historic Properties

Historic Properties is responsible for the conservation, management, presentation and development of over 20 Historic Properties comprising Houses, Historic Parks, Gardens and Arboreta. These include such flagship properties as the Phoenix Park, the National Botanic Gardens, Kilkenny Castle, Innacullin (Garinish Island), Co. Cork and the JFK Arboretum, Co. Wexford.

Development work encompasses restoration of historic buildings, provision of improved visitor facilities, upgrading and restoration of Historic Parks, Gardens and Arboreta and the interpretation and presentation of these heritage properties to the public.

In addition to current expenditure incurred in relation to the staffing and maintenance of these properties, capital funding was also provided by the Department of Environment, Heritage and Local Government. A wide ranging programme of small-scale maintenance, improvement, conservation and health and safety works, together with the provision of machinery, was funded from the OPW Vote in 2006.

Liffey Valley Regional Park, Lucan

Lucan Demesne was acquired by the State in 1996 with the objective of establishing a Liffey Valley Regional Park which could be extended in the future by the three relevant Local Authorities who agreed to co-operatively manage and maintain the site as a single entity and to carry out an agreed programme of works for its development. To this end, funding totalling 4.7m., to be allocated over a period of years, was approved. The Local Authorities made further progress during 2006 in implementing the programme of works. This project is funded by the Department of Environment, Heritage and Local Government under the current National Development Plan.

Phoenix Park, Dublin

A major Transportation Study for the Phoenix Park was completed in October 2006 and involved a wide ranging public consultation process.

Capital projects 2006

- Refurbishment of three lodges in the Park, funded by the Department of the Environment, Heritage and Local Government, commenced and will be completed in 2007.
- Further progress was made during the year in extending the network of cycle lanes and programme of road repairs, in the Phoenix Park
- Plans for the comprehensive renewal of Chesterfield Avenue, the main road in the Park, were progressed during the year and the objective is to lodge a Planning Application for this project in Spring 2007

Great Blasket Island, Co. Kerry

The Government Decision dated 6th July 2005 approved a total expenditure of €8.5 million for the purchase of land interests (Department of the Environment, Heritage and Local Government), the provision of piers (Department of Community, Rural and Gaeltacht Affairs in partnership with Kerry County Council), conservation works, operational costs and consultancy fees (OPW).

Negotiations with the principal landowner, Blascaod Mor Teoranta, for the purchase of holdings on the Island, continued during the year with some progress.

The majority of landowners have already signed up to the Management Plan for the Island dated September 2004, drawn up in consultation with the landowners on the Island and relevant State agencies.

Emo Court, Co. Laois

The new Tearoom facility in the Bachelor Wing was completed and opened to the public in the autumn of 2006 and has proven to be a great success already.

Approval was given to stage a major new event, the International Garden Festival, in the summer of 2007. This event is modelled on the established annual festival held at Chaumont in France.

St Enda's Pearse Museum and Park, Dublin

The major project for the refurbishment of the Museum and the renewal of the exhibition is to commence early in 2007. This project will take approximately one year to complete.

Castletown, Co. Kildare

Substantial works for the refurbishment of the lodges in partnership with the Irish Landmark Trust at the Celbridge Gate commenced in 2006 and due for completion in the Spring of 2007.

Financial Information		
	€ ,000	€ ,000
Staffing	9,844	11,117
Non-Pay Running Costs	3,842	4,441
Maintenance	2,556	3,084
Total	16,242	18,642

Funding for major capital projects is provided from the Vote of the Department of the Environment, Heritage and Local Government.

Visitor Services

A primary function of the OPW Heritage Service is the conservation and presentation of built heritage sites that are in its care. During 2006 Visitor Services continued to deliver its extensive ongoing work programme. The following is an overview of some of the main objectives that were achieved during the year:

Guide Service

Safe public access to the built heritage sites was achieved by augmenting the permanent Guides cadre with the recruitment of approximately 325 Guides on a seasonal basis. A total of 2.26 million people visited the staffed sites in 2006, which was an increase of 5.23% on the 2005 total.

Heritage Card

The OPW Heritage Card gives free and unlimited access for one year to all of the fee-paying OPW and Department of the Environment, Heritage and Local Government sites in Ireland. There are four categories of card as follows: Adult €21.00; Senior €16.00; Child/Student €8.00 and Family €55.00. Following on from the re-design of the card and the introduction of the gift wallet in 2005, availability of the card was extended in 2006 to Shannon

Development Tourism Offices in Limerick, Adare, Ennis and Shannon Airport. In excess of 20,000 Heritage Cards were sold in 2006, which reflects the popularity of the Heritage Sites and the exceptional value for money that the card affords the holder.

'Family Connections'

Heritage Houses and Castles through Historic Irish Family Lives

This free programme of events held during July, August and September celebrated the life and times of the inhabitants of eight significant heritage properties maintained by The Office of Public Works. The event series interpreted the history of these properties through music, art, literature, film, architecture and costume and consisted of a range of talks by and public interviews with historians, writers and artists.

The event programme also featured a series of concerts by Professor Mícheál Ó Súilleabháin of the Irish Traditional World Music Centre, Limerick which gave a fascinating insight into the history of these properties through music.

Customer Service

During 2006 Visitor Services continued its proactive approach in providing information on the built heritage sites within its remit through various means such as high quality brochures which are produced in several languages. In 2006 Polish and Japanese editions of the brochures were produced for the first time. Work commenced on the re-design and re-population of the dedicated marketing website heritageireland.ie which will change the entire look and content and provide an improved and more informative experience for the visitor.



Procurement Service

The Government Supplies Agency (GSA) provides a central procurement service in markets that are amenable to aggregation, for Government Departments and Offices. These goods and services are generally commodity type items available from stable supply markets. They are items that are commonly used across the State often in high volumes.

The total value of the goods and services utilised by Client Departments through GSA contracts in 2006 was €80,667,649. A breakdown per market, with comparative figures for 2005 is provided in the following table.

Category	2006	2005
Vehicles & Transport Equipment	28,976,078	11,493,504
Fuels (Liquid, Gas & Solid)	14,991,433	13,252,317
Printing & Binding	9,374,092	9,782,880
Advertising Services	8,304,162	4,933,466
Uniforms & Clothing	5,433,342	6,288,207
Stationery & Office Supplies	5,206,031	5,011,264
Electricity	3,712,787	N.A.
Janitorial Supplies	1,950,358	1,776,376
Footwear	1,467,144	976,078
Personal Protective Equipment	1,003,104	1,362,136
Public Order Equipment	249,118	51,824
Totals	80,667,649	54,928,053

It can be seen from the table that there was a large increase in the value of GSA contracts in 2006. Additional resources and personnel for the Garda Síochána resulted in increased demand for Garda Transport. The Garda Síochána being the GSA's largest single client in this market, their requirements play a significant role in reducing the unit cost per vehicle for other Departments. The addition of Electricity to the GSA portfolio is another significant contributor to the increase in the total value of contracts.

GSA Energy contracts pricing is structured on discounts from standard commercial pricing rates. The level of discount attained relates to the Agency's leverage which is achieved through aggregation of volumes and standardisation of the approach to the supply market.

Publications

The Agency's Government Publications Service continued to provide a retail and mail-order service for the sale and distribution of Government Publications. Sales in 2006 amounted to €933,000

Iris Oifigiúil

The Government Supplies Agency publishes Iris Oifigiúil, the Government Gazette, twice each week. An Internet version of Iris Oifigiúil is also available and can be accessed at www.irisoifigiuil.ie.

Corporate Services

Personnel and Development Services

Personnel

The Personnel Division in the Office of Public Works provides a support service to a large multi-faceted and multi-locational organisation with a workforce of over 2,000 (rising to near 2,500 in summer months) in administrative, professional, technical and industrial grades.

Because of the diverse nature of the work carried out by OPW our 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, heritage conservation and flood relief management.

In 2006 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, 34 staff transferred into OPW and 21 staff transferred out of OPW in 2006.

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.

OPW Authorised Staff as at 31 December 2006

Non Industrial	738
Industrial	1467
Total	2205

Equality Unit

During 2006 a dedicated Equality Unit was established within Personnel and Development Services. Its remit is to specifically concentrate on the full range of equality issues within OPW and to pro-actively promote awareness and best practice across the organisation. Its services are for all employees - administrative, professional, technical and industrial grades.

Training Unit

Large numbers of staff availed of the training opportunities provided in 2006. Training was provided in computer and competency skills together with ongoing professional development courses for professional and technical staff.

The Training programme for industrial staff in the upward feedback element of PMDS was continued while preparations were made for the introduction of the integrated model of PMDS for established staff.

A very successful programme of pre-retirement training courses was run which were attended by 61 members of staff. One such course was attended by 22 members of staff in Cork and such was the positive feedback that further courses are being planned for Centres outside Dublin for 2007.

Employee Assistance Service

The Employee Assistance Service offers an in-house comprehensive support service in OPW. It is designed to assist employees manage/resolve work-related and personal difficulties, which, if left unattended, could adversely affect attendance, work performance, health and quality of life.

The OPW Employee Assistance Service is affiliated with the Civil Service wide Employee Assistance Service which is co-ordinated centrally by the Department of Finance. Operating to a Code of Practice, the aim is to provide a quality resource for staff to positively affect both health and well-being and organisational effectiveness.

In providing the service, OPW recognises the important contribution of its individual employees and the benefits of investing in a service supporting staff well-being.

During 2006, two Employee Assistance Officers based in Dublin and Kilkenny continued to provide staff with a confidential counselling, referral, support and information service. Health and well-being promotion was a key feature.

A wide range of information for staff was made available on the OPW intranet. In addition, talks and presentations were given and relevant notices and features circulated to staff as appropriate.

Services were also provided to retired OPW staff.

Organisation Unit

The Organisation Unit, as part of Corporate Services, performs a vital role in the OPW. It provides and maintains the IT, telecommunications, and office equipment infrastructure that underpins the activities of the rest of the Office. Organisation Unit also incorporates the Freedom of Information and Legal Services section.

IT Unit

The main focus in 2006 was the delivery of the projects and services set out in the Business Plan as approved by the IT User group. Outlines of key areas of work undertaken by the Organisation Unit in 2006 are as follows:

- (a) Upgrade of PCs and laptops to Windows XP. During the course of the year over 400 PCs and laptops were upgraded with the remaining sections due to be done in early 2007.
- (b) Upgrade of Autocad. A major upgrade and consolidation program to the Office's Autocad suite of software was undertaken during the year. The majority of users now have the latest (2007) version of Autocad. By early 2007 the Office will have a standard version of Autocad throughout the organisation.
- (c) Open Office was rolled out to around 600 users as a replacement for Microsoft Office. This initiative will result in considerable cost savings for the OPW in the coming years as well as moving OPW towards an open standards environment. A dedicated Open Office

help desk service was set up to assist users as they become familiar with the new package. This roll-out is scheduled to continue into 2007.

(d) A new computer network was installed in Kilkenny Castle using advanced wireless technologies. The network provides staff with the ability to share electronic information and to improve internal communications. Kilkenny Castle now links to OPW Head Office via a wireless link to Kilkenny Accounts Branch.

(e) A Video conferencing link between OPW Head Office and Kilkenny Accounts Branch went live in November 2006.

(f) The IT Helpdesk dealt with over 12,000 calls in 2006.

FOI/Legal Services

The efficient and effective handling of FOI requests continued to be a priority during 2006. The total number of requests dealt with during the year amounted to 42 and where appropriate, requesters were given every assistance with access to records without having to make a formal FOI application. A total of 7 cases were able to be handled outside of the FOI format.

The following table sets out a summary of the FOI activity during the year. Requests from business/vested interests accounted for the vast majority of the FOI requests received.

Total Requests received	42
Journalists	4
Business	34
Members of the Oireachtas	2
Staff Members	1
Other	1

In 2006, Legal Services continued to liaise with the State Claims Agency (SCA) in the reporting of accidents and with the Chief State Solicitor's Office in the provision of legal advice.

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 activities and resources,
- preparing, 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 expenditure trends and financial issues.

In 2006, the Accounts Branch processed

- 38,400 Instructions to Pay (ITPs),
- 8,400 receipts,
- 5,000 travel claims,
- 3,400 rents payments and
- paid the salaries and wages of 2,350 permanent and temporary staff.

In addition, the Branch managed voted and non-voted expenditure totalling €681m; receipts of €146m and €33.3m in Local Loans repayments.

Apart from its normal duties and services, the key development issue for Accounts Branch in 2006 was the introduction of the new Integra financial system in April 2006 - Phase 1 of the Management Information Framework (MIF). This was a high risk project which required intensive planning, testing, training and preparations on the part of the MIF Project Team which consisted of MIF Central Section, Accounts Branch, IT Unit, the Management Accountants and the system providers. The preparations and testing work done by the Accounts Branch MIF Team contributed significantly to both the achievement of the initial go-live date and the satisfactory functioning of the system since then.

2007 will see Accounts Branch continue to work closely with the MIF Project Team on the development of the Integra system and the implementation of Phase 2 of the MIF project.

There were further enhancements made to the Core payroll system during 2006 also. These included the electronic interfacing of Core with the Integra financial system and the web-enablement of the system, which allowed for on-line entry of paysheets to be rolled out to paysites during 2006.

The main changes effecting the Finance Unit in 2006/7 are (a) the implementation of a range of new measures and reports introduced by the Department of Finance for the appraisal and management of capital expenditure by Government Departments and (b) the production of the new Annual Output Statement.

MIF Section

The MIF Section is responsible for the development of the Management Information Framework in OPW. The Management Information Framework is a framework for managing financial and other resources; linking resources with plans, outputs and reports; and monitoring performance. Its purpose is to achieve a more efficient and effective public service and better outcomes for the public.

The first key element of the MIF is the implementation of a modern financial management system. In April 2006 a new financial system, Integra e-Financials, went live in OPW. It replaced the Votes system which had managed the Office's financial and payment records for over 20 years. The implementation of the Integra system included the design and building of a new coding structure for the Office's accounts, and provision of training on the new system to staff throughout the organisation. Since the new payments system went live, work has been carried out on the improvement of interfaces between Integra and other key IT systems in the Office, the re-organisation of data to facilitate transfer of information between systems and the development of improved financial reports for managers.

Management Accounting Service

During 2006 the strategic focus of the Management Accounting Service continued to be on development of the Management Information Framework project. The new financial system, Integra, went live on 3rd April and the Management Accounting Service led the development and build of the Integra Chart of Accounts. Annual and periodic accounts or financial statements were produced in respect of Architectural Services, Procurement Services, Farmleigh, Art Management, Financial Services and the Central Engineering



Workshops. The Management Accounting Service also has responsibility for compilation of the OPW Capital Asset Register.

Internal Audit

Internal Audit carried out a range of audits in 2006 which examined both the risk assessments produced by various Business Units and Support Services as well as compliance matters.

An Audit Committee of three members oversees the operation of the internal audit function in OPW. Two members of the Audit Committee, including the Chairperson, are external members.

Art Management

The Art Management Office had an exceptionally busy year in 2006. Outdoor sculptures by Brian King and Breon O'Casey were installed in the grounds of Farmleigh. In Áras an Uachtaráin, modern Irish art replaced some of the old master paintings on loan from the National Gallery of Ireland. The annual joint exhibition shared with our colleagues in the Department of Finance and Personnel in Northern Ireland was titled Reflections and it featured recently purchased paintings and small sculptures. It toured six venues nationwide including Killarney, Birr, Belfast, Wexford, Lisburn and the OPW atrium in Dublin. A special exhibition entitled '*Ten Years in the Making*' was held in the gallery at Farmleigh in June to coincide with the launch of the Art in State Buildings 1995 - 2005 publication. Fifty key art acquisitions made by the OPW in the decade were exhibited.

Works of art were purchased and commissioned throughout the year under the Government's Per cent for Art Scheme. Modern paintings were also purchased for the Department of Finance, the Adoption Board, the National Crime Council, the new entrance of the Custom House, the Chief State Solicitors Office, and many other new public buildings throughout the country. In each case, individuals from the Departments were involved in the selection and placement of the works of art in their buildings.

The Art Management Group provided advice and managed the selection process and commissioned the art works at the following locations:- the National Botanic Gardens, Dublin; Waterways Ireland, Scarriff; four commissions at Templemore Garda College; Galway City Museum; the Social Welfare office at the former Customhouse, Cobh and the Civil Defence Building in Roscrea.

In October, the project at the University Church in St. Stephen's Green was completed. This involved the Art Management Office, working in co-operation with Project Management Services, advising on the installation of copies of paintings after Raphael to mark the Church's 150th anniversary. The condition of the existing paintings had deteriorated over the years and the images were no longer visible. The project was led by Professor Brian Maguire of the National College of Art and Design and advice on the historical background of the paintings was provided by Professor Michael McCarthy of University College Dublin.

In November, the Department of Arts, Sport and Tourism requested the assistance of the Art Management Office in managing the handover of ninety-two paintings and original prints from the Great Southern Hotels Group. An exhibition of a selection of the works of art was held in the OPW atrium before the works were given to the Crawford Gallery in

Cork by the Department of Arts, Sport and Tourism to add to the Gallery's permanent collection.

Some major paintings were moved between public buildings during the year including *The Flight of the Earls* by Thomas Ryan, PPRHA from Dublin Castle to Leinster House for a temporary exhibition. The artist presented a most interesting lecture on the painting to representatives from the Dáil and the Seanad. A most attractive painting by Sir William Orpen, RA RHA was also presented on loan to Farmleigh. Also, a historic Dublin made longcase clock known as the Speaker's Clock that was once owned by Francis Johnston was lent to the OPW for display in the entrance hall of Leinster House.

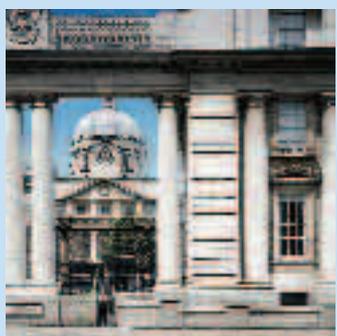
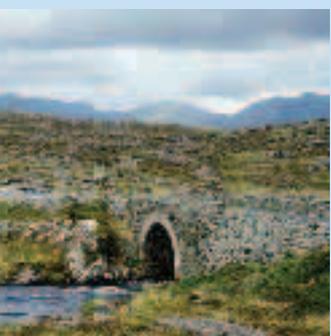
Towards the end of the year, members of the Art Management Group visited the heritage town of Ptuj in Slovenia and a return visit by Slovenian museum curators took place in December when they visited Kilkenny Castle, Emo Court, Farmleigh, the National Museum and the National Gallery of Ireland. Further co-operation was agreed on conservation matters between the two countries.

Public Relations Department

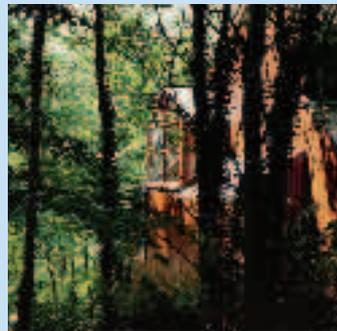
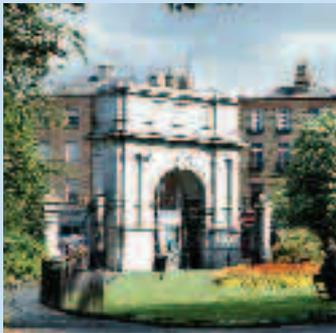
In 2006 the PR Department successfully dealt with over 1,350 queries from the public and media in relation to OPW activities. The production of OPW publications, such as the Annual Report and the biannual "Obair" Magazine, were also received with much praise and comment. These productions are an effective method of promoting, both internally and externally, some of the projects, works and tasks undertaken by the OPW. As part of the OPW 175th anniversary we organized and arranged many events including exhibitions, books, staff photographs, postcards and posters, lectures and a free day at Dublin Zoo for OPW staff and their families.

Work on the redesign of all OPW websites continued throughout 2006. A website design consultant was appointed with design workshops taking place during the year. The first of the OPW group of websites, "heritageireland.ie" and "botanicgardens.ie" are expected to be the first sites to go "live" in their newly designed format in 2007, with the main OPW website and others due to be relaunched by the end of the year. The new OPW Intranet went "live" at the start of the year and is now a more comprehensive, modern resource. The intranet now also features relevant OPW press clippings following the placing of a media monitoring contract.





Financial Review 2006



Expenditure Programme

The table below shows, on a programme basis, all expenditure managed by OPW in 2006 (2005 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 by OPW and paid for by other Government Departments or Agencies.

Capital and Non-Capital	2005	2006
1. Property Management Services	(,000)	(,000)
1.1 Purchase of sites and buildings	30,754	124,214
1.2 Rent, rates etc.	121,460	132,435
Programme Total	152,214	256,649
2. Property Maintenance		
2.1 Maintenance, material and supplies	49,934	51,072
2.2 Fuel, electricity, water, cleaning materials	1,203	1,414
2.3 President's Household Staff	702	747
Programme Total	51,839	53,233
3. Project Management Services		
3.1 Building Programme	186,739	233,343
3.2 Flood Relief	16,186	14,228
3.3 Grant to Zoological Society of Ireland	2,539	4,000
3.4 Grant for Certain Refurbishment Works	370	6,726
3.5 Grant to Institute for Ireland, Louvain	1,500	1,500
Programme Total	207,334	259,797
4. Engineering Services		
4.1 Drainage surveys	911	1,368
4.2 Maintenance Works - Maintenance costs of completed schemes	15,876	16,662
4.3 Purchase of Engineering plant and machinery	906	3,036
4.4 Maintenance of Engineering plant and machinery	1,942	2,268
4.5 Engineering Works for other Departments	64	2
Programme Total	19,699	23,336
5. Government Supplies Agency		
5.1 Printing and Publications	19,912	23,273
5.2 General Procurement Services	44,005	68,364
Programme Total	63,917	91,637
6. Heritage Services		
6.1 Historic Properties	16,242	18,642
6.2 National Monuments	16,822	16,731
6.3 Visitor Services	7,742	8,600
Programme Total	40,806	43,973
7. Corporate Services		
7.1 Salaries, wages and allowances	33,063	35,621
7.2 Travel and subsistence	1,820	2,004
7.3 Incidental expenses	1,321	1,711
7.4 Postal and telecommunications services	1,686	1,786
7.5 Office equipment and other office supplies	3,291	4,302
7.6 Office premises expenses	897	1,115
7.7 Consultancy Services	63	143
Programme Total	42,141	46,682
8. Funds Managed by OPW on behalf of the Department of Finance		
8.1 Local Loans	33,155	32,981
Programme Total	33,155	32,981
Total Gross Expenditure	611,105	808,288
This may be reconciled with Vote 10 expenditure as follows:		
Deduct: Funds Managed by the OPW on behalf of the Department of Finance	33,155	32,981
Works funded by Government Departments	98,904	135,097
Supplies for Government Departments	63,370	90,722
Total	415,676	549,488
Appropriations-in-Aid (receipts) totalled €22,618,915 in 2006.		

Capital and Non-Capital		2005	2006
		(,000)	(,000)
Funding of Programmes			
1. OPW funded			
	Vote 10 (Gross)	415,676	549,488
Total		415,676	549,488
Work funded from the Votes of other Departments			
2. Construction Works & Services			
	Department of Education	10,580	13,817
	Sundry Works	63,842	95,597
	Sundry Rents	8,728	10,087
	Maintenance Works	15,754	15,596
		2	
Supplies for Government Departments			
	Printing and Stationery	14,794	14,580
	Transport vehicles	11,494	28,976
	Furniture	8,443	8,909
	Clothing etc.	8,678	8,152
	Advertising	4,933	8,304
	Energy	13,252	18,740
	General Cleaning Materials etc.	1,776	1,950
	Artworks	0	1,111
Total		162,274	225,819
Funds managed by the OPW on behalf of the Department of Finance			
3	Local Loans	3	33,155
			32,981
Total		4	33,155
			32,981
<p>1. 2006 outturn figures include capital expenditure of €23.699m incurred in the financial year carried forward from 2005 on Subheads D and E.</p> <p>2. These involve minor maintenance works on State occupied accommodation.</p> <p>3. These funds are managed on behalf of the Department of Finance. They involve the re-couplement of loan payments from local authorities twice yearly and early redemption of loans.</p> <p>4. In addition, Architectural Services certified the payment of sports grants with a capital value of €55.7m for the Department of Arts Sport and Tourism in 2006 and OPW provided expertise on the Lansdowne redevelopment programme.</p> <p><i>Note: Proceeds from the sale of surplus state property amounted to €220m in 2006.</i></p> <p><i>Note: It is the policy of OPW to process invoices without delay. Since 2/1/98 this Office is operating in accordance with the Prompt Payment of Accounts Act, 1997.</i></p>			

Barretstown Castle Trust

The Chairman and Commissioners of the OPW are Trustees of the Barretstown Castle Trust. A sum of money, part of the terms of the Trust, is currently on deposit in the ACC. The Trust has charitable status and is not liable for DIRT.

The interest accrued from the deposit account is used to sponsor a camper under the sponsorship scheme and for the purchase of tickets to the annual ball. Financial Statements are prepared by Ernst and Young and legal advice is provided by Arthur Cox.

A summary of the Financial Accounts for the year ended 31.12.2005 is provided below.

INCOME AND EXPENDITURE ACCOUNT for the year ended 31 December 2005			
	Note	31/12/2005	31/12/2004
Income		€	€
Interest receivable		6,410	4,063
		4,063	7,401
Expenses			
Legal and Accountancy fees		2,541	1,815
Camper Scholarship Scheme		5,000	5,000
Barretstown Ball		2,000	2,000
		9,541	8,815
Deficit for year		(3,131)	(4,752)

CAPITAL ACCOUNT		
	31/12/2005	31/12/2004
	€	€
Balance at beginning of year	252,486	257,238
Deficit for year	(3,131)	(4,752)
Balance at end of year	249,355	252,486

NOTES TO THE FINANCIAL STATEMENTS 31 December 2005

1. Income

Interest receivable relates to interest earned on the ACC deposit account.

2. Expenses

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 (2004: €5,000) relates to an undertaking by the trust to renew the sponsorship of a child at the camp for five years from 2003, at a total cost of €25,000.

3. ACC Deposit Account

The balance on the ACC bank deposit account agrees with the bank statement as at 31 December 2005.

4. Creditors

(amounts falling due within one year)

	31/12/2005 €	31/12/2004 €
Ernst & Young:		
- Accountancy Fee	2,178	1,815
Camper Scholarship Scheme	5,000	5,000
General accrual	488	488
ESB	100	100
	7,766	7,403

The accountancy fee accrual is in respect of the preparation of the financial report for the year ended 31 December 2005.

5. The OPW current account of €5,003 (2004: €3) relates to amounts owed to the Trust reflecting the current or "suspense" account maintained by the OPW.

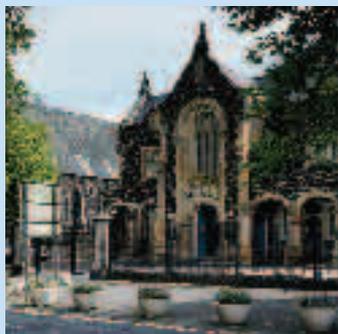
6. The OPW continues to support Barretstown Castle Trust in respect of expenditure on capital works, wages and maintenance. These costs have been accounted for in Government accounts.

7. Capital Amount

	31/12/2005 €	31/12/2004 €
Balance forward	252,486	257,238
Deficit for year	(3,131)	(4,752)
Balance year end	249,355	252,486

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.

OPW Awards 2006



OPW Awards 2006

European Union Cultural and Heritage Award 2006 for the Palm House Complex Restoration

Opus Architecture and Construction Award for the Marine Institute, Co. Galway

Opus Architecture and Construction Award for the Galway City Museum

All Ireland Landscape Award, - 'Best Public Project', for the Marine Institute, Co. Galway.

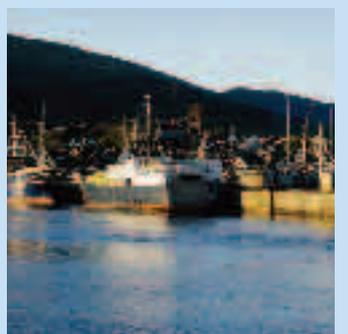
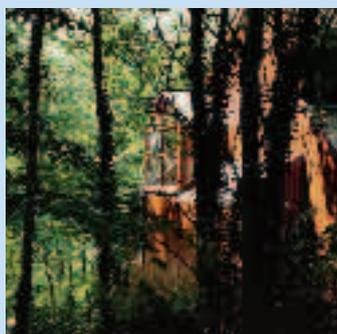
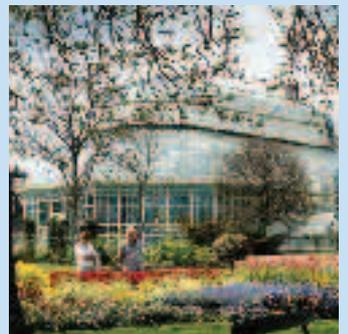
Best Civic Building Award - (part of the Tidy Towns award system) for Galway City Museum.

Highly commended Opus Architecture and Construction Heritage Awards, for Cobh Social Welfare Building, Co. Cork.

CIE Tours International, National Award of Excellence 2006 for Kilkenny Castle.

2006 Louth Local Authorities Design and Conservation Award for Dundalk Government Buildings.

Events in the Atrium 2006



Exhibitions and events during 2006

In the Atrium, 51 St. Stephen's Green

12th January	The Polish Embassy and the Irish-Polish Society Recital
14th - 19th January	Judging of the AIB Press Photographers Association Photographs
8th - 28th February	Emmett McNamara Art Exhibition
1st - 15th March	"Traces" Exhibition of new works by Liz Nilsson, Michelle O'Donnell and Angela O'Kelly
20th - 24th March	Fintan O'Byrne Art Exhibition
29th March	Golden Fleece Awards
1st - 30th April	Beckett Exhibition
1st - 17th May	Irish Patchwork Society
18th May - 6th June	Architectural Association of Ireland Exhibition
7th - 16th June	AWARE - Blooms Week Art Exhibition
19th June - 7th July	Mexican Embassy - Exhibition of Photographs by Tina Modotti
14th July - 10th August	OPW 175th Anniversary - "Place of Work" Exhibition by Ros Kavanagh
17th August - 8th September	OPW 175th Anniversary - Scale 1:175 Architectural Model Exhibition
12th September - 31st October	Erich Mendelsohn Exhibition
17th November - 24th November	Lundbeck Art Exhibition
30th November - 4th December	Great Southern Paintings Exhibition
8th December	Art of the State Exhibition

Office of Public Works

Head Office

Office of the Minister of State,
Office of the Chairman,
Corporate Services,
Property Management Services,
Project Management Services,
Property Maintenance Services,
Architectural Services,
Engineering Services,

Address

51 St. Stephen's Green, Dublin 2.
Tel: (01) 647 6000
LoCall: 1890 213 414
Main fax No: (01) 661 0747
Website: www.opw.ie
E-mail: info@opw.ie

Heritage Services

6/7 Upper Ely Place, Dublin 2 (01) 647 6000
Dún Scéine, Harcourt Lane, Dublin 2 (01) 411 7100

Quantity Surveying Section, Professional Accountants

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

Arterial Drainage - Design Section, Hydrology & Hydrometric Section, Structural Engineering Section

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

Financial Services

Government Offices, Hebron Road, Kilkenny (056) 7772600
LoCall 1890 213 424

Government Supplies Agency

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) 679 3713

Farmleigh

White's Road, Castleknock, Dublin 15 (01) 815 5900

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

Ballycraige, 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
Corrib Sluice Barrage, Sluice House, Galway	(091) 563 097
Templemungret House, Mungret, Limerick	(061) 227 139
Inch Bridge, Listowel, Co Kerry	(068) 21166
Connaught Harbour, Portumna, Co Galway	(090) 974 1086
Government Buildings, Spa Road, Tralee, Co. Kerry	(066) 24479

Hydrology & Hydrometric Services

Barrack 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) 227 139
Foxford road, Ballina, Co Mayo	(096) 22065

Regional Architectural Offices

The Red House, Arbour Hill Gate, Collins Barracks, Dublin 7.	(01) 4742040
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) 911 6200
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, Arklow, Co Wicklow	(0402) 32761
Government Buildings, Anne St, Wexford	(053) 22470
14 Old Blackrock Road, Cork	(021) 496 6200
The Demesne, Killarney, Co Kerry	(064) 31028
2 Mallow Street, Limerick	(061) 313 500
Government Offices, Thurles, Co Tipperary	(0504) 21532
16 Eyre Square, Galway	(091) 563 016
Pavilion Road, Castlebar, Co Mayo	(094) 902 1331

Heritage Services Depots

<i>Athenry Depot</i>	
District Works Manager, Raheen, Athenry, Co. Galway	(091) 844 084
<i>Kilkenny Depot</i>	
District Works Manager, Hebron Road Industrial Estate, Kilkenny	(056)7721813/1868
<i>Killarney Depot</i>	
District Works Manager, Ross Castle, Killarney, Co. Kerry	(064) 33565
<i>Mallow Depot</i>	
District Works Manager, Mallow, Co. Cork	(022) 42278
<i>Dromahair Depot</i>	
District Works Manager, Dromahair, Co. Leitrim	(071) 916 4186
<i>Trim Depot</i>	
District Works Manager, Newtown, Trim, Co. Meath	(046) 943 1452

OPW Offices and Heritage Sites



