



**Grangegorman  
Development Agency**  
Gníomhaireacht Forbartha  
Ghráinseach Ghormáin



Annual  
**Report**  
2010



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# Chairperson's Foreword



2010 was a year of contrasts for the Grangegorman Development Agency. While much of the year consisted of uncertainty on whether the project would move ahead or not, in September the Government gave a firm commitment to Grangegorman with the Taoiseach, the Tanaiste and other senior Cabinet members visiting the site to launch the draft Strategic Plan and effectively re-launch the project. Following this the Agency was in a position to put the draft Strategic Plan out for consultation, which is one of the most significant milestones in the project to date. There was a great response to the consultation process and from that the Agency is now nearly ready to officially adopt the Plan.

The enabling works for the HSE Mental Health Replacement Facilities began in 2010. Unfortunately, the contractor appointed went out of business and so work stalled. Thankfully the Agency is nearly ready to get this work started again and it should begin early in 2011. A number of other smaller building projects related to the Mental Health Replacement Facility are being prepared to begin. Other important achievements of 2010 included another award for the Masterplan, the official opening of Dublin 7 Educate Together and the beginning of the implementation round of meetings of the Local Employment Group, which is now being chaired by Mr. Finbar Flood.

The acting Chief Executive Officer of the GDA, Mr. Philip L'Estrange, left the Agency in October of this year to take up the position of Director of Finance with the National Transport Authority. Mr. L'Estrange moved into the acting CEO position with the departure of Mr. Gerry Murphy. I would like to take this opportunity to thank Mr. L'Estrange for all of the hard work and great commitment he put in to the project and I wish him well in his new role. I would also like to thank Mr. Ger Casey who took on many of the CEO's responsibilities with the departure of Mr. L'Estrange. His work at this crucial time ensured the project continued at pace while we sought to appoint a new Chief Executive. Finally, I would like to welcome the new CEO, Mr. Michael Hand, onboard. He brings a lot of experience to the role and I look forward to working with him on this important project.

A handwritten signature in black ink, appearing to read 'John Fitzgerald', written in a cursive style.

John Fitzgerald  
Chairman



# Chief Executive's Introduction



Having just joined the GDA, I feel that I should introduce myself as the new Chief Executive. I am a civil engineer by profession and am a Chartered Engineer and a Chartered Director. My previous roles include, Managing Director of Engineering for Ireland at WYG and Executive Chairman and Managing Director of P H McCarthy Consulting Engineers. I have over 30 years experience in the engineering and construction business and have been involved in a variety of water, highways and development projects throughout Ireland. Some projects of note are; the technical delivery of major capital projects such as Dun Laoghaire Ferry Terminal, Dun Laoghaire Drainage, Galway City Wastewater Plant and a variety of water services projects for Dublin.

As you will see from the Annual Report, 2010 closed with a flourish of activity on the project and it looks like 2011 will continue in such fashion. The draft Strategic Plan is being finalised and the Agency is moving into the planning and design phase of the project. Having had something of a false start on the enabling works for the HSE Replacement Facility, we are now about to go back on site with this project. The appointment of consultants for the public realm design as well as the appointment of design teams for the DIT Business School and the Library is imminent.

This is a very exciting time in the Grangegorman project and I am looking forward to working with the team and all the stakeholders in progressing it to ensure we achieve our goal of a quality new urban quarter based on Education, Health and Community for the city.

A handwritten signature in black ink that reads "Michael Hand". The signature is written in a cursive, slightly slanted style.

Michael Hand  
Chief Executive Officer

# Board of the GDA

Members as at 31st December 2010

1. Mr. John Fitzgerald (Chairperson)
2. Mr. Michael Hand (CEO)
3. Mr. Bob Coggins
4. Cllr. Emer Costello
5. Dr. Dominic Dillane
6. Cllr. Mary Fitzpatrick
7. Mr. David Geary
8. Mr. Brian Gilroy
9. Mr. Dick Gleeson
10. Ms. Maria Grogan
11. Mr. John Monahan
12. Professor Brian Norton
13. Ms. Ann O' Connor
14. Ms. Denise O' Dowd
15. Ms. Jacinta Stewart





# Chapter

# 1



# The Strategic Plan

## Introduction

The Strategic Plan is a statutory document which is unique in its depth and breadth of detail. While it includes and is underpinned by a comprehensive land use and architectural Masterplan it covers much more.

## The Strategic Plan in its main report and appendices:

- ◆ introduces the development, sets out the detailed background and explains comprehensively the facilities that are to be provided;
- ◆ elaborates on the consultation that has been undertaken;
- ◆ summarises the elaborate land use Masterplan prepared by Moore Ruble Yudell/Duffy Mitchell O' Donoghue;
- ◆ outlines a delivery plan, encompassing a planning strategy and a framework construction strategy, to illustrate that the development can be delivered in phases over time in a structured fashion;
- ◆ shows how the built facilities and institutional occupiers will deliver the aspirations for the development;
- ◆ addresses the overall socio-economic dividend of the development, and
- ◆ covers, in broad terms, the estimated cost of core and non-core facilities; the procurement options available; and an emerging procurement strategy.

## Adoption of the Strategic Plan

Following the launch of the project, the GDA put the draft Strategic Plan and its associated Environmental Report out for public consultation. This gave everyone the opportunity to have their say on the plan. The consultation process was to initially run for a 6 week period from 26th September until 9th November 2010. However, following the discovery of some technical omissions in the Environmental Report the consultation period was extended by a further 4 weeks to allow corrections to be made to the document and to allow the public to read and comment on the corrected document. The closing date for the receipt of submissions was 7th December 2010.

Once the public consultation process finished all of the 55 submissions which had been received were put up on the GDA website for public viewing in accordance with the GDA Act 2005. The Agency then began the task of examining each submission and preparing a Draft Strategic Plan Response Report on them. This report, including responses to each submission and any changes to be made to the draft Strategic Plan, will be presented to the GDA Board in January 2011 with a view to adopting it soon thereafter. Once adopted the Draft Strategic Response Report will also be made publically available, along with the completed Strategic Plan.

# Chapter

# 2





# Strategic Development Zone

## Introduction

An area is designated as a Strategic Development Zone (SDZ) where the site is deemed to be of strategic economic or social importance to the state. The key benefit of the SDZ designation is that it supports the orderly and phased delivery of an integrated development.

There are several key stages in preparing an SDZ planning scheme. They are as follows;

- ◆ Government, by Order, designate an SDZ to facilitate specified development of economic or social importance to the State.
- ◆ Requires a Development Agency (can be a Planning Authority or other designated body) within 2 years to draft a Planning Scheme.
- ◆ A draft Planning Scheme must be the subject of public consultation (minimum of 6 weeks).
- ◆ The draft Scheme, together with any submissions received, is considered by the Elected Members of the relevant Planning Authority, who can accept, vary, modify or reject the scheme.
- ◆ The draft Scheme may then be appealed to An Bord Pleanála (which may include an Oral Hearing).
- ◆ Once approved, the Planning Scheme becomes part of, and takes precedence over, the Development Plan (until such time as the Planning Scheme is revoked).
- ◆ The Planning Authority must grant permission for individual developments that are consistent with the Scheme.
- ◆ No appeal may be made to An Bord Pleanála against the decision of the Planning Authority to grant or refuse permission to a development within an SDZ area.
- ◆ A Planning Authority may by resolution, with consent of the Development Agency amend or revoke a Planning Scheme.
- ◆ The process (and timeframe) to amend or revoke a planning scheme is the same as that for the making of a Planning Scheme.



Apart from the statutory content of the document there are several other important aspects to the document.

- ◆ This will be the first Draft Planning Scheme in the State to be principally focused on the delivery of public services (i.e. education and healthcare). All other schemes to date have been based on the delivery of residential schemes on much larger suburban or rural sites. It will also be the first SDZ Planning Scheme located in Dublin City.
- ◆ The draft Planning Scheme, currently under preparation, will be based on the land use Masterplan contained within the Strategic Plan. It will nonetheless be sufficiently detailed to allow its potential impacts to be fully assessed.
- ◆ The draft Planning Scheme will be submitted with an accompanying Environmental Report. This will be very similar to the Environmental Report prepared for the Strategic Plan.
- ◆ The draft Planning Scheme is being prepared in cognizance of other regional and national strategic documents and plans, in particular the Dublin City Development Plan 2011- 2017.

## Developing the Plan

The Grangegorman site received designation as a Strategic Development Zone in December 2010. This designation means that the GDA can now submit a Draft Planning Scheme to Dublin City Council once it has been completed. A lot of work was done during 2010 by the GDA along with our planning consultants, Tom Phillips and Associates and a range of other specialist consultants, in preparing the document. It comprises 8 chapters as follows;

- ◆ Chapter 1 - Introduction to the Draft Planning Scheme
- ◆ Chapter 2 - The Site and its Context
- ◆ Chapter 3 - Project Vision
- ◆ Chapter 4 - Nature and Extent of Proposed Development
- ◆ Chapter 5 - Transportation, Movement and Mobility
- ◆ Chapter 6 - Conservation and Cultural Heritage
- ◆ Chapter 7 - Provision of Services
- ◆ Chapter 8 - Phasing and Implementation

The draft Planning Scheme will also be accompanied by several other supporting documents, including;

- ◆ Appendices
- ◆ Environmental Report
- ◆ Transport Assessment
- ◆ Waste Management Assessment
- ◆ Services Capacity Assessment

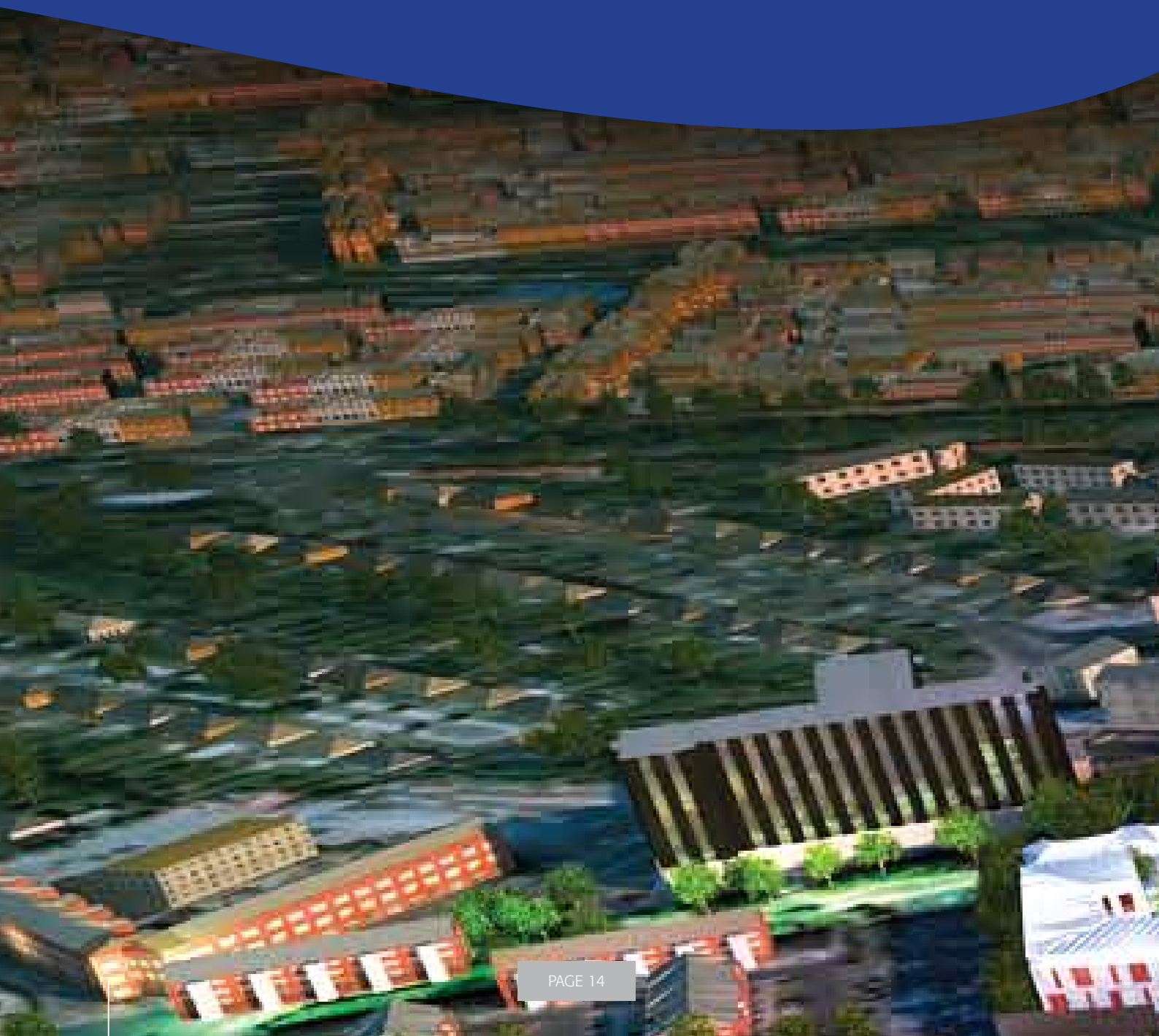
It is hoped to have the Draft Planning Scheme document completed and submitted to Dublin City Council by the end of the first quarter of 2011.





Chapter

# 3



# Achievements and Milestones

## Government Launch

On 21st September 2010 the Taoiseach Mr. Brian Cowen T.D., along with the Tánaiste, Minister for Health and Children and Minister for Transport, launched the project and re-emphasised the Government's commitment to the development of Grangegorman. Giving the go ahead Mr. Cowen said "This is a significant project in terms of generating jobs and providing a key piece of infrastructure for education and to develop our knowledge economy. It is by any standards a huge project."

The event took place in Grangegorman and there was a great attendance which included the Lord Mayor, Cllr. Gerry Breen and many Dublin City Councillors and other elected officials from across the political spectrum. In addition there were representatives from the HSE, DIT, local community groups, public organisations and businesses who all came out to show their support for the project.

The event also saw students from local primary schools in attendance; these children could be some of the first to attend the new DIT campus once it is completed in 2016.

## HSE Mental Health Replacement Facilities

In 2010 the Department of Health and Children made the decision to invest heavily in the area of mental health facility upgrade and replacement around the country, which was seen as long overdue and very badly needed. St. Brendan's in Grangegorman was one of the hospitals included in this investment programme and therefore a decision was made to proceed with the construction of the new Mental Health Replacement facilities as soon as possible.

The HSE put in place a small team to work closely with the GDA to oversee the design and implementation of the new facility and this team is now based in the same building as the GDA to ensure close co-operation. Planning permission had been received for this and a design team was in place. Moloney O' Beirne architects were appointed under the GDA Strategic Framework Agreement for the project. During the summer Piers Construction were appointed to complete an enabling works contract and they began work in late September. However, they went into receivership and could not continue onsite. The GDA went back out to tender and we hope to have a replacement contractor onsite early in the new year. It is still anticipated that the new facility will be handed over to the HSE in 2012.

## Temporary Replacement Facilities for Goirtin

Goirtin is a rehabilitation and training centre run by EVE Ltd. for people with disabilities. The training programmes run here are designed to equip participants with foundation level personal, social and work related skills that will enable them to progress to greater levels of independence and integration. The programmes are designed to promote health and social gain for participants.

Goirtin is located on the site of the new Mental Health Replacement facilities and will eventually move to new facilities in an old listed building on the Grangegorman site. In the meantime it is necessary to relocate this service to temporary accommodation in the top House building on the site. Purcell Ltd. were awarded the contract for this work and began in December 2010. The temporary facilities are due to be ready in February 2011.

## Dublin 7 Educate Together Official Opening

Dublin 7 Educate Together celebrated its official opening on 16th June 2010. The school, which is going to be permanently located on the Grangegorman site in a brand new building, opened its doors in its temporary location in September 2009. The official opening was carried out by then Lord Mayor of Dublin and GDA Board member, Cllr. Emer Costello. The event took place at the end of the first school year in Grangegorman.

## Design Award for the Masterplan

The Grangegorman Masterplan received yet more recognition for its quality design in 2010 by winning the Chicago Athenaeum/ Europe 2010 American Architecture Award in October. This follows on from two awards received in 2009.

## Open House

Grangegorman opened its gates for a second year in a row in October as part of Open House 2010. This weekend event, organized by the Irish Architecture Foundation, gives the public the opportunity to visit buildings and areas of architectural interest in the city and nationally, which are not normally open to the public. The Grangegorman tours were fully booked and a variety of people came to find out about the past and the future of the site.

## Community Working Group

Following a request from the community elected representative on the GDA Board, regular community meetings began taking place in 2010. The purpose of this group is to discuss community specific issues around the Grangegorman project and to ensure these issues are discussed and dealt with in a timely fashion. All community representatives involved with the GDA are invited to these meetings and they will also be attended by various other groups such as the Gardai, Dublin City Council, and local community organizations as issues arise. So far all meetings have been focused on drawing up the terms of reference of the group as well as finalizing the membership of it.. It was agreed that the meetings would take place monthly, one week before the Board meeting, so that any issues arising may be brought forward to the Board for discussion.

## Health Needs Assessment

The Grangegorman Neighbourhood and Primary Care Area Health Needs Assessment, which the GDA contributed to, was launched on 16th April 2010 in the Law Society. The report was written by KW research Associates and Hibernian Consulting and aimed to identify and collect information on the health needs of the population in the Grangegorman/North Inner City area. Following the publication of the document a presentation was given to the Board of the GDA by those involved in it.



## Labour and Learning Working Group

The Employment Study on the potential of the Grangegorman Project, Joining Up the Dots, was launched in 2009 by the Taoiseach, Mr. Brian Cowen T.D. The report identified many opportunities and made several recommendations as to how best make these opportunities a reality. In 2010 the Labour and Learning working Group, which consists of the original stakeholders in the Employment Study, began meeting with a view to implementing the recommendations. This group is now being chaired by Mr. Finbar Flood.

## St. Brendan's Hospital Archives

St. Brendan's Hospital first opened in the early 1800s and since then every patient who has been in the hospital has had a record kept. These records have recently been sorted and looked after by a group of volunteers led by Fr. Piaras O' Duil. This archive was stored in the old red brick nurses home adjacent to the Clocktower building. However, in 2010 it was necessary to vacate this building for Health and Safety reasons and therefore the Archive was moved to the GDA office building. A room was specially prepared and the Archive will be kept here for several years until they are hopefully permanently re-located to the new library building.

## Communications and Consultation

Throughout 2010 the GDA ensured all stakeholders in the project and the wider public were regularly kept up to date with the project in a variety of ways. A formal statutory consultation process took place around the draft Strategic Plan where all members of the public were invited to various locations around the Dublin 7 area to view the plans and to speak to members of the team. Everyone was then invited to make submissions on the plans.

The Consultative Group had its quarterly meetings which were well attended by the members. Three newsletters were published in 2010 which were widely distributed throughout the area. Regular e-mail updates were sent out to a list of nearly 400 people. Several letter drops took place relating to area specific issues. Two public information sessions were held for residents where new work was to begin onsite and where they got the opportunity to meet the contractor. In addition the website was updated regularly, press releases were issued on all milestones in 2010 and the GDA Facebook and Twitter pages were set up to ensure everyone could keep up to date through a variety of traditional and social media.

Finally, the Agency had several meetings with local groups and individuals to explore a variety of projects and collaborations as well as ongoing meetings with the onsite Sports clubs to ensure ongoing co-operation in both the short and long term. DIT and the HSE have been very much involved in these meetings and the links between these organizations, the community and the GDA continues to grow as the project progresses.

# Chapter

# 4





# Looking Forward

## Adoption of the Strategic Plan

Following the completion of the draft Strategic Plan Response Report it will be submitted to the GDA Board for discussion. Once they are satisfied that all submissions have been addressed and responded to and all necessary changes to the Plan are agreeable, The Strategic Plan will be formally adopted.

## Submission of SDZ Draft Planning Scheme

With the adoption of the Strategic Plan focus will shift to the submission of the Strategic Development Zone draft Planning Scheme to Dublin City Council for consideration. It is hoped to have the document ready for submission by April 2011. DCC will then put the plan on public display for six weeks. Following this the City Manager will write a report based on the observations received from the public and this will then be presented to the elected representatives who will decide whether to make or reject the plan. There is also a further possibility that the plan could go before an Bord Pleanala.

## Public Realm

The development of the public realm in Grangegorman is one of the most significant single pieces of work to happen as part of the Grangegorman project. It includes all of the services for the site such as water, electricity and communications and also all of the public area landscaping, paths, lighting, seating etc. It is extremely important that this work gets underway to ensure it is ready for when the first students arrive in Grangegorman in 2016 and therefore initial work will begin on this in early 2011.

## Land Transfers

In accordance with Section 13 of the GDA Act 2005 and in order to ensure the GDA can fully take control of the Grangegorman site to develop it, it is necessary that the land is transferred to us from the HSE. A lot of work has already happened on this over the last number of years but it is hoped that the site will be fully transferred to the GDA in 2011.

## DIT Core Facilities

A significant amount of work took place in 2009 and 2010 as part of the tender process for the DIT Business school and library, including the commencement of engagement with the National Development Finance Agency (NDFA). Now that the project is fully moving again this process has re-started and design teams for both of these buildings will be appointed in 2011. In addition, work will also escalate to ensure the progress of the next buildings to be phased in will also get under way.

## Conservation Team

With 11 listed buildings being retained on the Grangegorman site as part of the project there is a very significant amount of work to be done in assessing these buildings prior to any re-development work being carried out. It is a central aspect of the project not only to protect and re-use these buildings, but to respect their heritage and history. Therefore in 2011 a conservation panel will be appointed to carry out the assessments on these old buildings.



# Appendices

## Appendix 1

### Consultative Group

Members as at 31st December, 2010

Dept. of Education and Skills  
Mr. Eamonn Cusack, PPP Unit

Department of the Environment Heritage and Local Government  
Ms. Gabrielle McKeown, Senior Planning Advisor

National Transport Authority  
Mr. Eoin Farrell

D.I.T.  
Dr. Noel O' Connor, Director of Student Affairs  
Ms. Melda Slattery, Head of Public Affairs

D.I.T. Staff  
Mr. Raymond Turner, Academic Staff Representative  
Mr. Andrew Myler, Staff Representative

D.I.T. Students  
Mr. Ciaran Nevin, President DIT Students Union  
Mr. Pat Kearney, CEO DIT Students Union

Dublin City Council  
Cllr. Ray McAdam  
Cllr. Claire O' Regan

H.S.E.  
Mr. Derek Dockrell, Project Manager

H.S.E. Staff  
Mr. Sean Tone, Director of Nursing, St. Brendan's Hospital

H.S.E. Service Users  
Mr. Barry Kearney  
Mr. Barry Hurley, Advocate

Public Representatives  
Mr. Cyprian Brady T.D.  
Mr. Joe Costello T.D.

Residents  
Ms. Kaethe Burt O' Dea  
Mr. Ken McCue

## Appendix 2

### Staff of the GDA

As at date of publication of this report

Chief Executive: Mr. Michael Hand

Corporate Affairs Manager: Ms. Nora Rahill

Communications Officer: Mr. Ronan Doyle

Administrator: Ms. Emily O'Reilly

## Appendix 3

### Functions of the Grangegorman Development Agency

The GDA was established pursuant to the Grangegorman Development Agency Act 2005. The Minister for Education and Science set 10th May 2006 as the establishment date of the Agency, by means of SI 252 of 2006.

The general aim of the Act is to facilitate the development of the 73 acre Grangegorman site in Dublin as a modern campus for the DIT, to provide the HSE with upgraded primary health and social care facilities and to provide community access/facilities.

The GDA's overall function is to project manage the development in an integrated and sustainable manner.

In broad terms, the functions of the Agency are to:

- ◆ Accept the Grangegorman site and DIT properties;
- ◆ Prepare a strategic plan;
- ◆ Decide appropriate procurement strategy;
- ◆ Consult with relevant organisations, representative groups and the local community;
- ◆ Dispose of DIT properties;
- ◆ Carry out construction;
- ◆ Return properties to DIT/HSE and any other educational body



The strategic plan that the GDA is required to prepare will set out the concept for the project along with a funding and delivery plan for the development of the Grangegorman site and must provide for:

- ◆ Education & health facilities;
- ◆ Access by residents;
- ◆ Services – roads, water, drainage and utilities;
- ◆ Public transport requirements;
- ◆ Refurbishment of protected structures;
- ◆ Recreational facilities;
- ◆ Research and development facilities;
- ◆ Development of commercial activities; and
- ◆ Development of the Grangegorman site in the context of land usage in the vicinity and in a manner that is sympathetic with its urban setting.

In creating the strategic plan for the Grangegorman site the GDA under the Act must also:

- ◆ have regard to the Dublin City Development Plan; and
- ◆ consult with certain stakeholders and other persons having a relevant interest.

## Appendix 4

### Statement of Internal Financial Control

The Board acknowledges its responsibility for the Grangegorman Development Agency's system of financial control. It also recognises that any system of financial control can only give a reasonable and not absolute assurance against any material errors. The internal financial controls in operation within the Grangegorman Development Agency during the year are detailed as follows;

### Control Environment

- The procurement function operates on the basis of policies agreed by the Board.
- Expenditure limits are applied rigorously to all levels of management.
- All staff members have been supplied with financial control procedures.

## Procedures for monitoring effectiveness of financial control

- The Board has established an Audit Committee with appropriate terms of reference.
- The Agency's internal audit service provider conducts regular reviews of the system of internal financial controls.
- Clearly defined procedures are in place for the appraisal, management and approval of all expenditure.
- The minutes of meetings of the Audit Committee, and other related papers are reviewed by the Board, with recommendations adopted as appropriate.
- Management accounts are prepared on a monthly basis, identifying all income and expenditure that was incurred. The Chief Executive reviews these accounts, which contain a detailed examination of the underlying transactions and activities, to ensure completeness and accuracy. The Board also reviews these accounts on a regular basis.
- Regular risk assessments are undertaken by the Agency with a view to identifying the main business risks facing the organisation. A corporate risk register has been prepared, along with an action plan to mitigate the impact of controllable risks. The work of internal audit and audit planning is informed by analysis of the corporate risk register.

The Board's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of Internal Audit, the Audit Committee which oversees the work of the Internal Audit function, the management team within the Agency who have responsibility for the development and maintenance of the financial control framework and comments made by the Comptroller and Auditor General in his management letter or other reports.

The GDA for the year ended 31st December 2010 have prepared the financial statements for 2010 and the Board has conducted a review of the effectiveness of the system of internal financial control.



## Appendix 5

### Fees Paid to Members

The fees paid to the Chairperson in 2010 were €20,577.

There were no expenses paid to Board members in 2010.

The salary paid to the acting CEO in the period to 1st October was €65,465.

Acting CEO expenses were €872.56.

The new CEO was appointed on 22nd December 2010. Total remuneration paid from appointment to 31st December 2010 was €2,288

## Appendix 6

### Board Member Attendance

Name	Number of meetings attended
Mr. John Fitzgerald – Chairperson	8
Mr. Bob Coggins <sup>1</sup>	6
Cllr. Emer Costello <sup>1</sup>	7
Dr. Dominic Dillane <sup>1</sup>	5
Cllr. Mary Fitzpatrick	4
Mr. David Geary	5
Mr. Brian Gilroy <sup>1</sup>	4
Mr. Dick Gleeson <sup>1</sup>	6
Ms. Maria Grogan <sup>1</sup>	7
Mr. John Monahan	8
Professor Brian Norton <sup>1</sup>	5
Ms. Denise O' Dowd	6
Ms. Jacinta Stewart <sup>1</sup>	5
Ms. Bernadette Kiberd <sup>2</sup>	0
Mr. Philip L'Estrange – Acting Chief Executive <sup>3</sup>	5
Ms. Anne O' Connor <sup>4</sup>	2
Mr. Michael Hand <sup>5</sup>	0

1: Term of office expired 12th May 2010, reappointed 12th May 2010

2: Term of office expired 12th May 2010

3: Resigned 1st October 2010

4: Appointed 17th August 2010

5: Appointed 22nd December 2010

## Appendix 7

### Overview of Energy Usage in 2010

The main energy users at the Grangegorman Development Agency (GDA) are the headquarters office building. The main energy consumption is for space heating, hot water, lighting, office equipment. The building and energy supply is controlled by the HSE who are the owners of the building. The MWh of energy used is part of the overall usage on the site and therefore it is not clear what percentage relates solely to GDA.

### Actions Undertaken in 2010 and planned for 2011

On a local level the GDA ensures that energy is conserved where possible by ensuring lights and equipment is switched off when not in use, and will look to further improve our energy performance by continuing with such initiatives.



**Grangegorman  
Development Agency**  
Gníomhaireacht Forbartha  
Ghráinseach Ghormáin



**Grangegorman Development Agency**

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