

CONSTRUCTION

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MARCH/APRIL 2018



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EDITORIAL



Cover image: Ireland's lights at night from the 'Black Marble' image released by NASA. Courtesy of NASA.

Following the launch of 'Ireland 2040 Our Plan', attention has now turned to how the National Development Plan 2018-2027 (NDP) will be delivered. The Construction Industry is calling on Government to establish a number of fundamental elements to ensure the success of that delivery.

These include clear project delivery programmes, an education system that can produce the necessary personnel for the NDP's delivery, and for Government to collaborate and ensure that the contracts that companies will operate under are fair and sustainable.

In this issue of *Construction*, we look at the elements that are essential to delivering The NDP.

In our Cover Story, we talk to key Industry figures and experts about what they believe needs to be done to ensure the successful delivery of the NDP. In Industry Analysis, Jeanette Mair, CIF Economic and Policy Research Executive, looks at the figures behind Ireland 2040 Our Plan.

In Category Focus, we report on the inaugural CIF Digital Construction Summit and find out how digital technology will change the Industry.

March also saw the launch of the CIF's year-long #BuildingEquality Campaign to

promote greater diversity in the Industry. In addition to our report from the event, Jean Winters, Director, CIF and Chair of the #BuildingEquality Working Group, outlines how the industry is changing, but still needs to change more.

Robert Butler, Head of CIF Learning & Development, introduces a new CIF Site Supervisor Safety programme. Lorraine Valentine advises on how to get your company ready for the rollout of the General Data Protection Regulation (GDPR) on 25th May, and Pauline Hall, CIRI Board Member, sets out how to plan and monitor your company's Continuing Professional Development (CDP)

programme, which is a requirement for CIRI membership.

Elsewhere in this issue, we look at the John Sisk & Son and Steconfer joint venture delivery of the Luas Cross City line, and we interview Gordon O'Regan, the new Managing Director of L&M Keating about his plans for the company.

We also bring you all the latest CIF News, Events, Industry Analysis and Industry News. **C**



Robbie Cousins
Editor

YOUR CONSTRUCTION INDUSTRY FEDERATION TEAM - WWW.CIF.IE

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Myrna O'Loughlin, Michelle O'Keeffe, Pauline Yeo, Sharon Sexton, Edel Kiernan, Síle Coughlan, Martina Bond. Photo taken at Dublin Port.



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Dublin Port project

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of Ireland



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CIF NEWS

MORE SUSTAINABLE INCREASED COST RECOVERY MECHANISM REQUIRED FOR PUBLIC WORKS CONTRACTS

A message from CIF Director General, Tom Parlon

The CIF is concerned about the significant number of members facing financial ruin due to the unfair Government Public Sector contract. That the 'Public Sector' contract is unfair and unsustainable is no surprise to the CIF and those members working on Public Sector projects. Any agreement where all of the risk is forced onto the contractor with no cost-recovery mechanism is not a contract, it's a charter for penury. The CIF has long sought to have the Government contract amended so construction companies can tender more accurately to the benefit of the Public Sector and the taxpayer.

The Government's recent introduction of a wage increase across the Industry by way of a Labour Court recommendation and Ministerial Order threatens the livelihoods of hundreds of contractors involved in Public Sector contracts.

The CIF sought the introduction of sensible and sustainable wage rates within the SEO when it became apparent that the Labour Court would introduce increases. The Labour Court's recommendation went well beyond these recommended increases. The issue now is that the Government did not recognise the huge cost of these increases on those companies who had priced Public Sector contracts competitively and in good faith; sometimes up to three years previously.

In many ways, these Government mandated wage increases are the straw that broke the camel's back for many contractors. Numerous small and regional contractors priced projects over two years ago before the SEO was even in discussion. Essentially, these contractors priced very competitively, won a contract and then the Government, their client, increased their costs. Many companies now must choose to do these jobs at a loss or walk away from these projects. Ultimately, this could see dozens of contractors go to the wall or enter examinership with huge knock-on effects for the rest of the Construction



CIF Director General Tom Parlon

“COMPANIES CAN MEASURE SOME RISK BUT NOT UNCERTAINTY.”

Industry.

The CIF has been engaging with the relevant Government Bodies to urgently address this unfair situation. In the coming weeks, the CIF will meet with the Department of Finance to make the case that the introduction of the SEO within the context of Public Sector contracts was a force majeure. This means that those companies who had secured Government contracts when the SEO was introduced can qualify for relief through a bespoke cost-recovery programme.

We will also take this opportunity to restate our case for the introduction a wider cost-recovery mechanism within Public Sector contracts generally. In the past, we have submitted a list of amendments

in our medium-term strategy for the Public Works Contract Document. The Government must move much more quickly to implement these to place the Industry on a sustainable footing.

These measures are essential so that contractors can price projects accurately and sustainably. At the moment, it is impossible to price tenders accurately for a three-year period when all risks foreseeable and otherwise, including Government mandated actions are borne by the contractor. Over the three-year period that prices are fixed for, too many companies find that they have unwittingly engaged in post-hoc below-cost tendering.

Companies can measure some risk but not uncertainty. Currently, companies don't have the certainty required to invest in their businesses, innovation or their people. Not addressing the contract could hollow out the sector as companies go to the wall, at the very time when they need a thriving, dynamic Contracting Sector to deliver Rebuilding Ireland, the NDP, the NPF, the action plans for jobs, regions, and apprentices.

On a positive note, through the work of the PTCM committee, the steps to a fairer Government contract are already set out. It is now in the Government's court to introduce the measures that allow for sensible and sustainable increased cost recovery in the PWC and allocate risk items to those in the best position to assess and manage such risks. This in time will lead to Sustainable Collaborative Procurement between the industry and the Public Sector to the benefit of the taxpayer, the citizen and the exchequer.

The CIF Executive Body has put this at the top of its agenda for the coming months, and we will keep you informed of our progress in this critical campaign. We are pursuing all avenues to have this resolved as quickly as possible up to and including the roll-out of a local branch campaign targeting local politicians in addition to a national PR campaign. **C**



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CIF WORK PLACEMENT INITIATIVE TO OFFER WORK EXPERIENCE TO TRANSITION YEAR STUDENTS

The Construction Industry has launched a Transition Year (TY) initiative to facilitate students interested in working in Ireland's most innovative construction companies. The "CIF Work Placement Initiative" will see students completing work experience in the offices of construction companies in addition to on sites.

"The Construction Industry has undergone significant changes in the past decade," says Dermot Carey, Director, Safety & Training, CIF. "Technology, safety, equality and diversity, and salaries have all improved significantly in recent times. The Government's new €116bn investment programme means that the Construction Industry will provide career security for the next decade. Also, the Government has unveiled a plan to produce 35,000 houses per year for the next five years. So, there will be an abundance of work for young people starting their careers."

Dermot Carey estimates that overall the industry will need at least 110,000 new workers over the next three years to keep pace with the demand for activity. "The industry now provides technology-driven careers in addition to engineering roles and of course traditional trades. Construction companies are internationalising and require talent in finance, operations and marketing, just like every other sector."

"As the global Construction Industry grows by 50% up to 2030, working in any role within an Irish construction company gives you skills that can act as a passport to work in any country. Increasingly, our employees, who are building for Facebook, Amazon, Google and other global companies, are being recruited to work in other countries."

"The industry recognises that it is competing with other industries in vying for the best talent," he continues. "So, we have launched this initiative to show TY students that the industry



L to r: Beatrice Dooley, President, Institute of Guidance Counsellors; Dominic Doheny, President, CIF and John O'Shaughnessy, Chair, CIF Manpower, Education & Training sub-Committee.

is very safe, it provides a secure career path and increasing salaries, and is increasingly diverse. We need to show young people that there are many, very modern and innovative roles on offer. This initiative will enable companies to give TY students a chance to experience Construction in the very best way by exploring their interests."

The Construction Industry has hired an additional 50,000 people since the recovery began in 2013. The ESRI estimates that the Industry is at 50% of the level considered essential to the Irish economy. According to DKM Economic Consultants' 2016 Demand for Skills report and Aecom's 2018 forecasts, the industry is set to grow by between nine and 14% this year.

CIF WORK PLACEMENT INITIATIVE

The CIF Work Placement Initiative

enables CIF member companies nationwide to offer work experience placements to TY students in their local schools. To streamline this collaboration, the CIF has teamed up with Careersportal.ie to offer a platform to members, which will allow companies to advertise their willingness to take work placement students.

To assist with the process, the CIF and Careersportal.ie have also developed industry-specific guidance for both the sponsoring company and the student, to answer any questions and ensure that the experience meets the curriculum needs.

Construction companies interested in taking part in this initiative can visit <https://careersportal.ie/cif/> to learn more and sign up **C**



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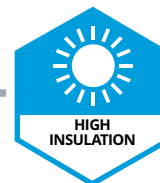
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OVER 50,000 CONSTRUCTION JOBS CREATED SINCE 2013

CSO figures indicate that the Construction Industry has hired approximately 1,000 people per month since 2013. “I welcome the news that over 50,000 jobs have been created in the Construction Industry since 2013,” said Heather Humphreys TD, Minister for Business, Enterprise, and Innovation, “and that it is entering a sustained growth phase. This also builds on the positive announcement from the CSO that the seasonally adjusted unemployment rate for January 2018 was 6.1%, down from 6.2% in December 2017, and a peak of 15.1% in February 2012. The Construction Sector has an important role to play in the continued recovery of the economy, and I look forward to engaging with the sector as Minister for Business, Enterprise and Innovation.”

Tom Parlon, Director General, CIF said that the growth in construction jobs over the last five years is a testament to the strong pipeline of work in Ireland over the next 15 to 20 years.

“In 2016, EY/DKM Consultants predicted a 9% year on year growth for the



industry up to 2020 based on the delivery of an annual 25,000 housing output and the Government's €43bn public capital programme,” commented Tom Parlon.

“There is a very strong pipeline of work in housing and infrastructure delivery for the foreseeable future.

“Construction has changed drastically,” he continued. “The Construction Sector is attracting talent into a new wave of office-based technology-heavy roles in addition to traditional onsite trades and crafts roles. Building is now heavily reliant on modern construction management technologies

such as Building Information Modelling (BIM).

“Careers in construction have changed and, we have seen a major increase in demand for those working with technology such as BIM and Lean Construction. Salaries, while still below the levels in Australia and Canada, are growing strongly as demand for skilled employees is picking up. The diaspora is a rich source of skilled labour that we will need to tap into in the coming years to meet Ireland's demand for construction activity.” **C**

SYSTEMATIC BEHAVIOUR CHANGE REDUCING FATALITIES

Ongoing systematic behaviour change in the construction industry has seen construction industry fatalities in 2017 drop by 33% from nine to six, according to the Health & Safety Authority (HSA).

HSA fatality figures for 2017 show an ongoing reduction in fatalities on site. All direct construction employee fatalities were in companies with less than 15 employees. One fatality was a member of the public involved in a road accident and one fatality related to a one-off housebuilding ladder accident.

The CIF is asking companies to make 2018 the safest year in construction so far,” says Tom Parlon, Director General, CIF. “A huge amount of work has been done to change behaviour and instil strong

safety cultures on sites across Ireland. However, fatalities and non-fatal injuries are often concentrated amongst the small enterprises and sole traders in the industry. We need to redouble efforts on getting the safety messages out there to all parts of the industry – especially to small enterprises and sole traders.

HSA STATISTICS

Recently released HSA statistics on construction accidents show:

- The majority of the victims involved in construction accidents are small contractors and self-employed
- In 2017, six people died as a result of accidents on Irish construction sites
- There were five fatal falls from height in 2016 and two in 2017. All involved

small contractors or self-employed construction workers.

- Falls, slips and trips were the main cause of non-fatal accidents in construction in 2017, with movements such as lifting, carrying, pushing, pulling, bending and twisting the next most common cause

COMPLACENCY IS A CONSTANT THREAT

“While safety standards within the Irish Construction Industry are excellent and improving all the time, complacency is a constant threat, says Dermot Carey, Director Safety and Training. “There are plenty of new workers coming into the industry at the moment, and HSA/ESRI research shows that new, inexperienced workers are more likely to have an accident.” **C**



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CIF TEAMS UP WITH LOTTIE DOLLS FOR #BUILDINGEQUALITY CAMPAIGN

As part of the #BuildingEquality campaign, CIF is working with Lottie Dolls to challenge gender stereotyping and inspire young people to explore Construction.



Ian Harkin,
co-founder
and CEO,
Lottie Dolls

Throughout CIF's discussions with women working in the Construction Industry over the past 12 months, the fact that girls are often deterred from playing with construction-related toys or exploring what may be considered stereotypically 'boys' interests' from a very early age, has come up time and time again.

Lottie Dolls is an innovative brand of doll, manufactured by Donegal-based company Arklu, that empowers children to be themselves and explore their interests, regardless of gender. The company manufactures dolls that defy stereotypes of the traditional doll. The company looks to real children from around the world to inspire its ideas. To date, Lottie has explored many areas including Science, Engineering and Archaeology. Lottie has even been to space.

"Since starting Lottie we have been empowering kids, in particular girls with STEM-related activities," says Ian Harkin, Lottie Doll co-founder and CEO. "We want to show girls they can achieve anything and to encourage them to challenge gender stereotypes. Lottie has been to some of

the major space training sites around the world with Dr Niamh Shaw (Irish Astronaut in training). Lottie even visited the International Space Station as part of British astronaut Commander Tim Peake's mission, spending 264 days on the space station, flying up in Orbital ATK's cargo ship and returning on Space X's capsule."

Ian Harkin continues, "We have partnered with the Construction Industry Federation to highlight careers for females in Construction. Before working in Toys, I worked for a large UK Construction company. My first boss there was a woman, and she was an inspiring leader. The Industry has come a long way in the past 10 years, and many women are now represented at the top table in the Industry, which is amazing. If they can see women in these roles, young girls know that they too can achieve it, which is what this is all about."

Jean Winters, Director, Industrial Relations and Employment Services,, CIF, and Chair of the #BuildingEquality Working Group welcomes the collaboration between CIF and Lottie Dolls.

“ CONSTRUCTION ISN'T A GENDER SPECIFIC INDUSTRY. ”

"Construction is a creative, exciting industry, that is becoming more diverse and inclusive," said Jean Winters. "The CIF is dedicated to encouraging more women and girls into the Industry. The collaboration with Lottie Dolls is just one small part of the overall #BuildingEquality campaign. But we hope that Lottie's Construction adventure will open little, and larger, eyes to the fact that Construction isn't a gender-specific industry."

"Another benefit is that finally, children who know one of the many women already working in our industry will see a toy that represents the interest/career of their mother, sister, cousin, auntie, neighbour or friend." **C**



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NPF WILL BE A GAME-CHANGER FOR CONSTRUCTION INDUSTRY

The CIF has welcomed the €116bn National Planning Framework under 'Project Ireland 2040' as a 'potential game-changer'.

The National Planning Framework (NPF) will guide high-level strategic planning and development for the country over the next 20-plus years. Finalisation of the NPF alongside the associated 10-year National Development Plan (NDP) will provide a plan to guide strategic development and infrastructure investment at a national level.

The NPF and NDP will set the context for Ireland's three regional assemblies to develop their Regional Spatial and Economic Strategies taking account of and co-ordinating Local Authority County and City Development Plans in a manner that will ensure national, regional and local plans align.

"The announcement of the NPF could represent a game-changer for the construction industry, the economy and Irish society," according to Tom Parlon, Director General, CIF.

"The significant commitment to infrastructure and housing investment will enable the Construction industry to increase capacity significantly to deliver the essential housing, infrastructure and specialist buildings that will underpin Ireland's economic development over the next 25 years," he stated.

IMPLEMENTATION IS KEY

"Implementation is now key. Many of the projects outlined in Ireland 2040 will take a decade to complete. Forward planning and engagement must begin as soon as possible; this could be the difference between major projects starting in two years instead of five. Most of the projects outlined will be subject to public sector procurement timeframes which often take years instead of months to complete. The Government must now take this opportunity to modernise procurement practices to ensure value for money for the exchequer."

Tom Parlon also welcomed the Government's commitment to establish the Construction Industry Group. "This group is critical in ensuring that the Industry can translate the ambition of the NPF into the world-class infrastructure this country requires. The group, involving industry leaders and key Government Departments and State Agencies will collaborate on ensuring that the industry has the skills, finance, and technology to deliver the NPF in a sustainable and cost-effective manner through modern construction practices.

"The €116bn outlined [in the NPF] will give construction companies the confidence to invest in their businesses again. It will also provide confidence to the banking and investment sector to increase sustainable lending into construction projects again."

SIGNIFICANT INCREASES IN ALL SECTORS

"We expect to see significant increases in activity across all our sectors including Civil Engineering, Main Contracting, and Housebuilding," Tom Parlon explained. "It's worth noting that over 170,000 workers left the Irish Construction Sector between



2007 and 2013 and over 14,000 businesses went bankrupt. For many of our regions, in sub-sectors such as Contracting and Housebuilding, the recovery never arrived, and they have been fundamentally undermined. The NPF and the quantum of investment in the 10-year capital programme could kick-start construction activity in the regions.

NPF LINK TO CAPITAL INVESTMENT PROGRAMMES

The CIF Director General said it is essential that the National Planning Framework is linked to 10-year investment programmes in the Public Capital Programme which mirrors global best practice identified by the CIF in numerous submissions.

"The NPF has the potential to be a game-changer for the economy and Irish society," reiterated Tom Parlon. "It's an excellent framework to develop a balanced economy where people can build a career and live comfortably across the country in thriving rural and urban settings if they choose to. We need our political system to show maturity and collaborate to ensure the NPF is put on a legislative footing otherwise it will fail." **C**



NEW MEMBERS

The Construction Industry Federation welcomes the following new members who, having met all the necessary criteria, have been approved for membership by the CIF Executive Body.

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NPD – TURNING AMBITION INTO REALITY

The €116bn National Development Plan, although almost universally welcomed, will present real challenges if it is to be successfully implemented. [BARRY MCCALL reports.](#)

The launch of the new National Planning Framework (NPF) and the accompanying National Development Plan (NDP) was greeted with acclaim from almost all quarters. The aim of shaping future growth and development for the next two decades by guiding public and private investment, creating opportunities for people, and enhancing the environment is seen to be wise and sensible, while the €116bn NDP has been acknowledged as being balanced and economically sound.

Very importantly, according to a spokesperson for the Department of Public Expenditure and Reform, the plan is also prudent and affordable. The NDP will see public capital

investment as a share of national income increase in a measured way over the period of the plan, starting at 2.9% in 2018 and increasing in an incremental manner to 4% by 2024 before levelling off.

This is not seen as excessive. Even in the case of a hard Brexit, the recent independent Copenhagen Economics study commissioned by the Government found that potential growth in the period to 2030 would be an annual average of 1.7% as compared to the 2% projection underlying the NDP. However, the study didn't take account of the impact of the very substantial public capital programme contained in the NDP on the economy and productivity.

A POSITIVE PLAN

"Overall it is very positive," says Pat Lucey, Senior Vice President, CIF. "It is very large. When you pick it up, there are a lot of exciting elements there, but it doesn't have a lot of detail. I would like to have a bit more detail regarding what's behind it. I don't know if there is a plan to give us more detail."

Conor O'Connell, Regional Director, Southern Region, agrees. "Obviously, the NDP is very good news for the Industry," he notes. "There are a large number of projects in the Southern Region, but implementation is key. We need to see movement, and we need to see forward planning. Unless that commences now, there will be difficulties in getting to construction stage."

Cormac Smith, President, Master Builders' & Contractors' Association (MBCA), is another who gives it a somewhat guarded welcome. "The NDP is very positive, but I couldn't see any delivery mechanisms or accountability in it," he says. "Looking at it from a business point of view, there are lots of projects, but most of them have no completion dates. If they want the plan delivered there needs to be accountability. An action plan is required for that, and the projects must be put in order of priority for the good of the country rather than for the good of local politics."

"It's very positive that we have a plan and the industry is much relieved to see it," says Colin Cleary, President of the Civil Engineering Contractors Association (CECA). "One of the key aspects is that we need to be able to monitor performance against it and ensure that we are delivering what the Government has set out in the plan."

The planning process itself could present issues, according to Tony Horan, Association of Consulting Engineers of Ireland (ACEI).

"Everyone welcomes the plan," he says. "It is long overdue. But one thing the ACEI would have a concern about is the ability of the planning process to get things through, particularly the volume of projects in the NDP. It has been shown in the past that major projects can have difficulties getting through the process. There was a time when we had a number of motorways sitting on the shelf in planning to wait to go ahead. Following the recession, the money for the early stage work on projects like this dried up. That will put the ability to get major projects through in question. The other issue is that projects can get mired in the planning process with judicial



Pat Lucey, Senior Vice President, CIF.

appeals and so on. You have to allow people to have their say but..."

Joe Corr, President, Irish Planning Institute (IPI), fears that Local Authorities may not have sufficient resources to deal with the volume of applications which will be generated by the plan.

"We need the human resources. Do we have enough Local Authority planners?" he asks. "It's a decent enough policy document, but we're great in Ireland for producing policy documents. It's implementation that counts. We need to assess all the planning authorities around the country. I am not saying we need extra staff in all of them, but now that the development hotspots have been identified in the NPF, we will know where they are needed. The new Planning Regulator is also very welcome, but it would have been better to have this in place before the NPF was launched."

GREATER VISIBILITY

A recurrent theme is a need for greater visibility and detail about projects and their timing.

"We need to have a good line of sight to the pipeline of projects," says Pat Lucey. "That would give the Industry an opportunity to prepare in areas like hiring, exploring solutions like offsite production, and looking at innovative ways to deliver projects. Time will be needed to train people up. You can't do it overnight. You can put in place some skills in a few months, but apprenticeships take years. We can only start doing things like that if we have confidence in the scheduling of the projects. We need to get a better picture of what's coming, when it's coming, and the sort of work contractors need to do to make themselves competitive. Everyone will benefit from that."

Tara Flynn, CIF Galway Branch Chair, believes industry capacity has to be



Tony Horan, ACEI.



Cormac Smith, President, MBCA.

addressed.

"First and foremost, we need to ensure the Industry has the capacity to deliver. The Government needs that to be a central goal. We need to rebuild our companies so that we can invest in the people and technology which will be required if we are to deliver the 550,000 new homes to be built by 2040 and the 112,000 new social homes needed by 2027."

Another issue she points to is finance. "One of the main challenges is access to finance. We need that to fund projects, both private sector and Government contracts. The Government also needs to look at award criteria and turnover thresholds for public contracts."

There are also challenges in relation to skills, and Tara Flynn is addressing this issue through her membership of the CIF Manpower sub-Committee. "We need to work to change people's mindset and perception in relation to the Sector," she says. "The industry will create 110,000 posts in the next three years. We will need to fill these jobs if we are to deliver on the NDP. We have 4,400 people in apprenticeships at present, but we had



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**Joe Corr, President,
Irish Planning Institute.**



**Conor O'Connell, Regional Director,
Southern Region.**

23,000 before the crash in 2007. We are going out to primary and secondary schools to promote careers in the Industry."

Women have a role to play in this. "Only 5.5% of the people working in the Industry are female," Tara Flynn notes. "There is no reason why this can't be much greater. We need to improve the perception of the Industry among females. Women make great leaders, and they can help bridge the skills gap which is emerging in the industry."

HUMAN RESOURCES

Human resources are high on the agenda for Tony Horan. "Most of us on the Engineering side are now back to where we were at the end of the boom regarding numbers, but there is a gap at middle management level," he explains. "It takes five years to get a degree, three years to get to know what you're doing and another two to come up to management level. I think we will get there, but I hope we are allowed time to get back up to speed.



Tara Flynn, Chair, CIF Galway Branch.

You can't stop a machine as big as the Irish Construction Industry and expect it to start back up again overnight. What I would like to see is a clear pipeline of work and when projects will go through different stages – not stop, start. We can gear ourselves up for that."

There is some good news from Government in this regard. An Infrastructure Projects Office is being established in the Department of Public Expenditure and Reform to coordinate reporting on the NDP and drive reforms in relation to areas such as project appraisal and selection. Also, the 'Major Projects Tracker', published in September 2017, is being updated and further developed to provide more comprehensive information on the cost and delivery of the various infrastructure projects identified in the NDP.

"The Department of Public Expenditure and Reform is in the process of issuing the request to [Government] Departments to update the Projects Tracker to reflect decisions taken in the Budget and NDP," a Department spokesperson says. "This will be updated as we get the material back from Departments and can be published on the website once there is sufficient information to publish an updated version. We are proposing to increase the amount of information on each project, to include the status of the project (Pre-appraisal, preliminary appraisal, detailed appraisal, in planning, etc) as well as the expected completion date. We are also looking to develop the Tracker itself from a spreadsheet-based Tracker to a more sophisticated web-based system that would offer greater functionality and better data capture. We will be working with Departments via the Delivery Board regarding how the Tracker is to be developed."

A DEFINITE PROJECT PIPELINE

Conor O'Connell says it's a question of getting project planning moving as soon as possible.

"If you look at the Southern Region, we are back to route selection yet again on the M20," he says. "It is very disappointing that that can't go back to the original solution. There are other projects in the region that are strategically important. The National Planning Framework projects significant population increases in Cork, Limerick and Waterford but there are very few large projects scheduled for 2018/19, just Dunkettle and the Port of Cork. The Civil Engineering Sector has concerns about the pipeline of projects over the next few years. There is significant capacity under-utilised in the Sector."

He is confident in relation to the Industry's ability to deliver on the NDP in the Southern Region. "I have no worries about the Industry's capacity to deliver. The industry has the capacity to expand. There are large numbers of workers abroad who want to come home and a clear pipeline of new projects will give them the confidence to make that move."

The same issue arises for Colin Cleary. "A fundamental difficulty for the Industry is that a huge amount of Civil Engineering contractors' resources are being worked overseas, particularly in the UK, to generate turnover. That resource is available to deliver the NDP, but we need to have some reassurance that the plan is going to happen. We have some excellent people working on projects overseas, but they need to have confidence that the plan is going to happen before they return home."

COLLABORATION IS KEY

For Cormac Smith collaboration is key. "It's great that we have a plan," he says. "Now we have to figure out a way to deliver it. That will require collaboration between all stakeholders. Not just design teams; contractors and the clients have to be involved as well. This has been proven to work better than the old adversarial system."

The Government agrees with him. "The planned growth in public capital spending will be at a moderate rate, which does not outstrip the pace of the supply response feasible from the broad Construction Sector," says the Department of Public Enterprise and Reform spokesperson. "There will also be a renewed strategic focus on supporting the strengthening of the capacity, capability and degree of competition of the domestic Construction Sector as well as on encouraging and



Colin Cleary, President, CECA

promoting market entry from abroad by confirming and highlighting the planned scale of Ireland's public capital investment plans. Also, a Construction Sector

Working Group will be established to ensure regular and open dialogue between Government and the Construction Sector."

Pat Lucey welcomes the Construction Sector Working Group. "We made proposals to Government last year in relation to this," he says. "The Taoiseach accepted our proposal to set up a Construction Sector Group. The Construction Industry is different. There is no single line department to look after it. We interface with TII, Housing, Department of Transport, OPW, Education, Health and so on. It is very fragmented. The Government gets a piecemeal view of the Construction Industry. This offers a unified platform for Government and Industry to work

together."

Pat Lucey believes all stakeholders will benefit from the forum. "The right answers will come from collaboration. It can help us give the Industry view to Government so that we can discuss contracts and procurement issues and areas that can cause problems. A simple one is performance bonds on contracts. In recent years there has been only one surety operating in the market. The bonds all had to be in a form acceptable to the surety. Sometimes clients don't understand that, and the surety might not accept a bond. Exchange of information can iron out these issues and make things a lot more efficient. It's in everyone's interest to do that." **C**

NDP NEEDS AN EQUALLY AMBITIOUS DELIVERY PLAN

Shane MacSweeney, Partner, EY, sets out what he believes needs to be put in place to deliver the objectives of 'Project Ireland 2040'.

The late, great TK Whitaker made infrastructure investment a centrepiece of the plan that led to the modern Irish economy.

Now, in 2018, with the recent publication of the National Planning Framework (NPF), infrastructure and its correlation with sustainable economic growth is again centre-stage.

The NPF sets out an ambitious vision for what our society will look like in 2040, when our population is forecast to have grown by over a million. Underpinning this vision, the National Development Plan (NDP) outlines a significant level of investment (€116bn) over the next ten years, in sectors such as transport, housing and water.

The dedication of funds to projects in priority growth regions should be welcomed and will help to spread recovery. Importantly, the capital plan will build on the recent economic recovery and will begin to address infrastructure deficit while providing for sustainable economic growth.

As the dust settles on the NPF's launch, we now need to focus on turning this ambitious vision into a reality, and leveraging the momentum to date. But how can we ensure that the NDP is not just another capital plan?

It's vital the NDP has an equally ambitious delivery plan. Numerous countries, including Australia, UK, and Canada, have introduced such plans to realise their long-term infrastructure goals, and wider societal economic

objectives. Ireland needs to follow their lead to ensure the NPF is a success. Such plans would typically include:

- **Economic Prioritisation:** An overview of how projects are prioritised over the 10-year period, based on sound economic rationale, derived from a benefits realisation programme
- **Robust Project Pipeline:** This would provide for a whole-of-Government integrated approach, offering a degree of certainty around project timing, etc, allowing the private sector to invest and mobilise. The NRA successfully adopted this approach for their Public Private Partnership Roads Programme in the 2000s
- **Innovative Delivery Solutions:** Including leveraging the private sector, embracing new technologies, and developing alternative financing methods. It is critical that we are open to new ideas, as many of our delivery solutions may not have been invented yet
- **Risk Mitigation:** How delivery risks (skills shortages, etc) would be mitigated, and what longer term solutions can be implemented now. For example, what skills will be needed in five years and what education and training is needed now?
- **Improving Performance and Monitoring Success:** Given the life of the NDP, constantly refreshing it and maintaining it as a 'live' document will ensure that our growing population



Shane MacSweeney

acutely feels the benefits

- **Governance:** Australia has a dedicated Minister for Infrastructure together with Infrastructure Australia, a body established to play a key role in prioritising and progressing infrastructure projects. Ireland similarly needs a focused and co-ordinated entity to deliver our ambitions

The above will ensure that we maintain our focus and energy over the next 10 years. After the underinvestment of recent years, we almost need to start treating infrastructure expenditure as current expenditure, ie business as usual. We cannot afford to lose another decade.

Shane MacSweeney is a Partner with Ernst and Young (EY) with Responsibility for Government & Infrastructure. **C**

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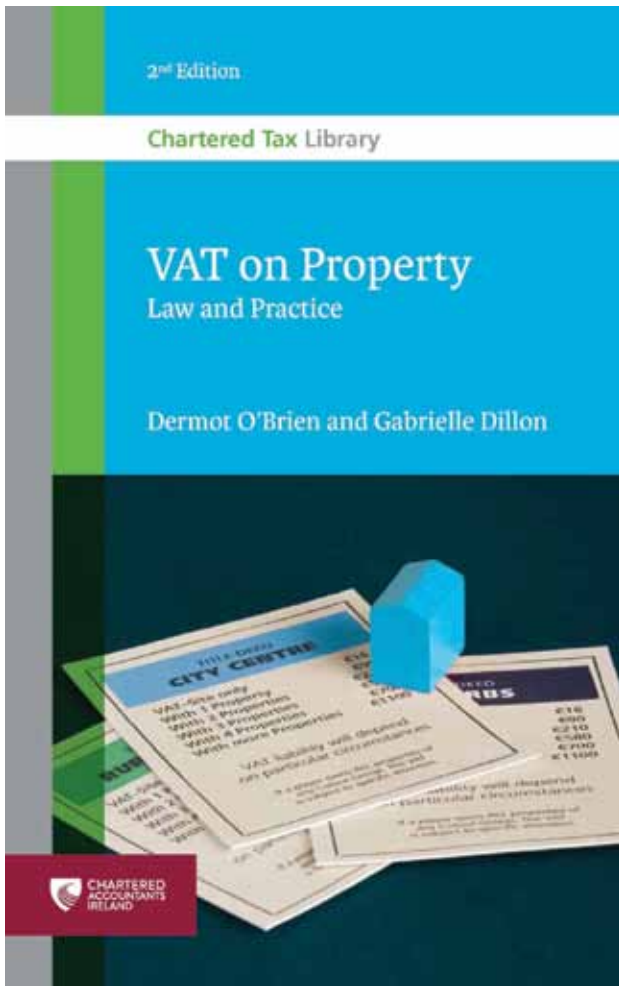
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COLLABORATIVE APPROACH PLAYS KEY ROLE IN DELIVERY OF LUAS CROSS CITY LINE

One of the major logistical challenges facing the team that delivered the new Luas Cross City line was coordinating activities to minimise disruption on the capital's main thoroughfares.

Passenger services commenced on 9th December last on the new Luas Cross City line, an extension that brought the Luas Green Line through the city centre to Broombridge on Dublin's northside. Construction on the €368m Luas Cross City line began in 2013, and it was delivered on time and on budget in late 2017, a rarity for such a complex scheme.

Construction works for Luas Cross City (Main Infrastructure) were carried out as a joint venture between John Sisk & Son and Steconfer, a Portuguese-based global railway construction company. The project comprised the construction of 5.9km of track with 13 new Luas stops.

"The Luas Cross City project has been one of the most complex and challenging projects undertaken in Ireland in modern times. Its on-time completion is testimony to the quality and commitment of the people who worked on it namely, Sisk, Steconfer and our supply chain," commented Pat Lucey, Managing Director of Infrastructure, John Sisk & Son.

"The co-operation and teamwork with our client, Transport Infrastructure Ireland (TII), and the many stakeholders was essential and is a template for how complex infrastructure projects should be carried out in a busy urban environment," he continued. "Since January 2015 nearly 3,400 people have been involved in the project with a peak of almost 600 in March 2017. The mantra of the project was 'Keep Dublin Moving', and it took the combined efforts of all parties to deliver on that and still finish on time," he added.

Dave Toole, John Sisk & Son Bid Manager and Project Manager, is ideally placed to outline the key challenges and achievements of the project team as he was with the project from prequalification stage through to handover.

"This project took a lot of forward-planning before the first sod could be turned," he explains. "It was a Design &

Luas test run



Luas crossing Rosie Hackett Bridge



Build contract, which had to facilitate the design integration of many diverse systems, above and below ground, and then incorporate these into the crowded city streets."

Building Information Modelling, (BIM) played a key role in mapping underground utilities and obstructions at key locations in order to plot corridors for new infrastructure. Underground ducting was

the first thing to go in on site. But, this had to be arranged to facilitate many elements, including the ticketing machines, which would be the last things to go on site."

Invasive works at the intersection of the new Luas Cross City line and the existing Luas Red Line at Abbey Street and O'Connell Street, which were initially limited to 11 weeks, were completed within six weeks. A phased crossing of both quays

Luas tram



L to r: Pat Lucey, John Sisk and Son, Director Civils UK & Ireland; Michael Nolan, CEO Transport Infrastructure Ireland (TII); Shane Ross, TD, Minister for Transport, Tourism and Sport; and Anne Graham, CEO, National Transport Authority (NTA) at the official opening of the Luas Cross City Line.

KEY CONSTRUCTION STATISTICS:

- Total single-line track: 13.4km
- Total weight of the tracks: 1,520 tonnes
- On street, concrete track bed and shoulders poured: 13,600m³
- Total ducting and pipes under the surface: 178,000m
- Daily average distance walked by a Foreman or Engineer: 12km
- Projected total man-hours to complete SSJV works: 3.0 million hours
- Number of people who worked on the main infrastructure project: 3,398 overall, 583 at peak (March 2017)

at O'Connell Bridge could potentially have brought the capital city to a standstill for weeks, but with careful planning and scheduling of the works, it only resulted in the quays being closed for one long weekend – the August bank holiday, 2016.

“There were a number of things that could have happened, which would have caused the work on O'Connell Bridge to run on into the working week. But we completed the necessary works on the bank holiday Monday,” Dave Toole continues. “Much of the groundwork was in place. We had developed a new fast curing reinforced concrete mix with Roadstone and Sika specifically for this project. We had completed a lot of advance

preparation works at night, and used prefabricated reinforced steel rail sections that were millimetre perfect. We worked double crews, who had prepared for any eventuality, through the weekend. But again because of the pre-planning that went into the work, all ran smoothly.”

The wider project included the reorganisation of over 30 major traffic junctions and a facade to facade renovation of the city streets, as well as full tram depot facilities.

Early collaboration with all relevant stakeholders, package contractors and sub-contractors on site at the planning stage helped deliver the project on time and on budget.

“This was a challenging and exciting project for everyone that was involved,” Dave Toole explains. “It required a massive team effort. This teamwork dynamic also resulted in another achievement – 2.5m man-hours were completed without a reportable accident, with the project achieving an Accident Frequency Rate (AFR) of 0.03.”

Sisk Steconfer JV has recently made the shortlist of bidders for the STG£90m Edinburgh tram network extension Design & Build contract. The next phase of tendering is expected to close in late summer. **C**

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DIGITAL TRANSITION IS NOT AN OPTION, IT'S A NECESSITY

ROBBIE COUSINS reports on the inaugural CIF Digital Construction Summit



L to r: Tom Kelly, Head of Cleantech, Enterprise Ireland; Caroline Spillane, Director General, Engineers Ireland; Sean Downey, Director, Specialist Contracting, CIF; Pat Lucey, Senior Vice President, CIF; Danielle Dy Buncio, President, VIA Technik; Dominic Doheny, President, CIF; Dr Alan Hore, CiTA; Ian Kehoe, Editor, The Sunday Business Post and Tom Parlon, Director General, CIF.

How 'Construction 4.0', or the digitisation of Construction, is fundamentally challenging the traditional Construction business model was the central focus for speakers at the inaugural CIF Digital Construction Summit, which took place at Croke Park on Wednesday 7th March.

Demand for construction is increasing. The demands of the Government's 10-year National Development Plan will further drive this demand. However, the Industry's rate of adoption of new technologies is still low, and this could undermine its ability to deliver the housing and infrastructure Ireland's economy and society requires, a point remarked on by Minister of State for Public Procurement, Open Government and eGovernment Patrick O'Donovan TD, in his Summit opening speech.

The benefits of digital construction include reducing costs, time, and disputes by facilitating collaboration between members of the supply chain offsite, while making manual and repetitive processes quicker, automated, and more accurate on-site.

While there are many platforms and technologies that cover the breadth of digital construction technologies BIM and its impact was the area most discussed by speakers and panellists.

Opening the Summit Minister O'Donovan mentioned the Government's



L to r: Tom Parlon, Director General, CIF; Patrick O'Donovan TD, Minister of State for Public Procurement, Open Government and eGovernment and Dominic Doheny, President, CIF.

strategy for the increased use of digital technology in the delivery of public works projects that will be funded through the public capital programme.

"The strategy will see public bodies establishing requirements for the use of BIM in the design, construction and operation of public buildings and infrastructure on a phased basis over the next four years, commencing with the larger, more complex projects, where those operating at that scale are already working through BIM."

The Minister acknowledged the work of the National BIM Council and Enterprise Ireland on its Roadmap to Digital Transition for Ireland's Construction

Industry 2018-2021. "This document sets out the means to deliver a digital transition for the Sector with which public and private sector stakeholders can engage."

But he warned that if the Construction Industry is to deliver on Project Ireland 2040, it must invest in the right technology.

"It is impossible to deliver a programme of works on this scale without sufficient capacity in the Industry. We are already seeing construction costs increasing and skills shortages, and it is incumbent on Government to challenge the Sector to rationalise its delivery methods so that we can deliver on the ambition contained in the NDP. Several reports across the EU and further afield identify systemic issues

in the construction process relating to its levels of collaboration, under-investment in technology and R&D; and poor information management. Currently, the construction sector is one of the least digitised sectors with flat or falling productivity rates over the past 20 years.

"BIM is at the centre of a digital

"Technology is the easy part – with enough resources you can buy the right hardware and software. But the people and the process side are more nuanced. Who are the key players on your team that will champion or oppose technology changes? How do you create a culture of innovation? What are your current workflows and how



Danielle Dy Buncio,
President, VIA Technik.

transformation of the Construction Sector and the built environment," the Minister continued. "Construction clients and public procurers across Europe and around the world are recognising the value of BIM as a strategic enabler for cost, quality and policy goals.

"Many contractors have already adopted BIM and Lean Construction principles as a means of driving efficiency in the construction stage," the Minister added. "Where it is properly implemented it is proven to reduce waste and delivery time through enhanced information standards."

Tom Parlon, Director General, CIF told the Summit that "adoption of digital technology will go a long way to addressing the boom-bust cycle of the past." He also said that construction is entitled to have a world-class industry and that CIF will support members in adopting technology.

Other speakers at the Digital Construction Summit included Danielle Dy Buncio, co-founder and CEO of VIA Technik.

"The industry is at an inflexion point right now," Danielle Dy Buncio told delegates. "The main disruption I see truly having a meaningful impact on the industry today is pre-fabrication. Bringing a manufacturing mindset to the construction process is improving productivity at a rate our industry hasn't seen in the past. The largest barrier I see is the understanding that successful technology implementation requires the integration of people, process, and technology.

Patrick O'Donovan TD, Minister of
State for Public Procurement, Open
Government and eGovernment;

do they need to evolve?

"The big changes over the next five years will be around the topics of industrialised construction and Artificial Intelligence," she added. "We're already starting to see the manufacturing mindset evolving our construction sites."

Tom Kelly, Head of Industrial, Lifesciences & Consumer, Enterprise Ireland, said that Construction has a lot to play for and that Enterprise Ireland is there to support construction product developers that want to develop. However, he warned that "not enough companies are investing in R&D. And those that are, are not investing enough in R&D."

In a panel discussion Dr Alan Hore, founder CiTA, welcomed the Government's approval of the National BIM Council's Roadmap to Digital Transition but said, "The Roadmap needs funding, and there need to be more Construction Summit-style events organised to keep the conversation going."

Sean Downey, Director, Specialist Contracting, CIF said that a wave of disruption is about to crash into the Irish Construction Industry, but the Industry is prepared.

"Construction 4.0 technologies are transforming the construction industry," said Sean Downey. "Increasing the uptake



Eoin Vaughan, CEO,
Mercury Engineering



and adoption of these technologies will radically improve productivity in the industry while delivering the housing, infrastructure and specialist buildings that embed FDI here in Ireland."

The Government's announcement that BIM will be a pre-requisite for awarding public sector contracts by 2021 highlights how important it is for contractors to adopt digital technologies sooner rather than later.

"Measures such as these are to be welcomed as they help widespread adoption of existing technologies that will improve the Industry's capacity to deliver," continued Sean Downey. "This is a challenging target for Industry, but there are real rewards for companies and the Exchequer, if construction is delivered more cost-effectively with fewer disputes and overruns."

"Digital transformation is both a threat and opportunity for the industry," continued Sean Downey. "99% of the industry are SMEs and will require support in their digital transition. Many of these companies will struggle with the required investment to overcome high adoption costs even as their workload increases. Also, these new technologies require new skill sets amongst employees at a time when the Industry is facing a skills shortage as numbers entering the industry have been depressed for nearly a decade." **C**

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EXPLORING THE POTENTIAL OF DIGITAL CONSTRUCTION TECHNOLOGY

ROBBIE COUSINS speaks with the people behind some of the technical innovations that are transforming the Construction business environment.

Increased adoption of technology is the future for the Construction Industry, but many companies remain resistant to it. Anyone who visited the exhibition stands at the recent CIF Digital Construction Summit would have seen first-hand some of the new technology that is available. Exhibitors are aware of the challenges the Construction Sector faces in embracing digital construction technology, but they say that once contractors start their digital transition, they will quickly see the benefits of 'new tech'.

RATE OF ADOPTION

Niall Campion, Director, VRAI, which specialises in the creation of virtual reality (VR) and mixed-media content for clients, believes it is still early days in the adoption process for new technology in the Construction Sector.

"VRAI works across a variety of sectors, and we have found Construction to be interesting in terms of technology adoption," he says.

"Larger companies seem to be embracing it through their own in-house R&D divisions. Once headsets become more prevalent and affordable, we believe there'll be a broader uptake. At the moment, the barriers to entry for a builder without an R&D division are probably quite high. But a change in this is not too far away."

Ronnie Fleming, Sales Director with business software solutions provider Software Support Group (SSG), says there have been considerable positive strides made in terms of the Construction Industry's attitude towards embracing new technology in the past year.

"Awareness of the real and valuable benefits that technology creates is growing," Ronnie says. "Among our client base, we are witnessing first hand that businesses are increasingly interested in utilising software



Geoslam 3D mobile mapping technology from Levelling Equipment Services Ltd.

and digital information and innovation to improve efficiency and productivity."

He adds, "In terms of the management and executive level within construction firms, we are seeing a new profile of leadership emerging. Increasingly CEO's and MD's are more technology-savvy and aware of the benefits of tech adoption within the Construction Industry."

Karol Friel, Sales Manager, Topcon Ireland, says demand for new products is growing in Ireland. "There's been a significant increase in demand for advanced technology across the Construction Sector in Ireland. More and more Engineers and Construction Professionals are looking to invest in integrated software and hardware systems that work with 3D models to reduce time and cost on their projects."

EMERGING TECHNOLOGIES

Niall Campion says that in his field of immersive technology there are two big developments in the coming year.

"The release of stand-alone headsets by companies such as Oculus will go some way towards putting headsets in more people's hands. Tech companies talk about 'gifting



Ronnie Fleming, Sales Director, SSG.

prices' – making a product affordable enough to be given as a present. At €250-€300 for a self-contained unit, this starts to become a possibility. And the more these headsets are in people's hands, the more comfortable they'll be using them, and the more we'll see their use in industries like Construction.

"The second big change is the development of augmented reality (AR). Companies like Ikea are using its functionality in their AR apps, which

gives us a glimpse of the power of being able to place virtual objects in the real world. We see great potential for AR in the Construction Industry, particularly when combined with accurate survey data.”

Karol Friel says automation of work processes is going to be key to increasing efficiency in the Sector. “The Construction Industry is one of the biggest industries in Ireland. However, it still relies heavily on human judgement and manual labour. We’re expecting to see more companies embrace automated construction workflows in Ireland – especially as those who are already using the technology highlight the long-term benefits for all stakeholders.

IN DEMAND PRODUCTS

SSG’s Ronnie Fleming says that companies that have recently emerged from the recession are understandably nervous. “We know, without question, that one of the top priorities for any company is the need to be in full control of their finances,” he explains. “Our Advanced Business Manager (ABM) Project Control Software allows you to compare budget numbers to actual figures in real time. Company owners and contract managers have access to the information they need instantly and can take corrective action before it’s too late. Our sub-contractor and document management solutions are also constantly in high demand as they enable our clients to meet the regulatory needs of their business.”

Niall Campion says that VRAI is spending a lot of time making presentations to large and medium-sized companies



Karol Friel, Topcon.

about the potential use VR and AR in construction. “We’re increasingly being contacted around consultancy for medium-to-large organisations who have heard about VR and AR, but don’t really know where to start or how to go about implementing it into their systems.”

Levelling Equipment Services Ltd (LES) Ireland, agents for Leica Geosystems, supplies a range of Construction and Construction Surveying instruments. Andrew Ricci, Technical Sales and Support, LES, says their Leica iCON range of site survey set-out equipment has become increasingly popular with Construction firms. “This equipment allows users to import their BIM model onto the logger and set out from this. It speeds up the

setting out process as BIM and more complex designs are becoming more common in the Construction workflow, allowing Engineers on site to make more efficient use of their time and improve overall accuracy and quality of work.”

Topcon’s Karol Friel says that demand for smart technology is growing. Topcon’s unmanned aerial vehicles (UAVs) are getting a lot of interest. “These vehicles make it possible to quickly and easily gather aerial, survey-grade topography of sites without multiple teams on site. Similarly, machine control and the Topcon LN-100 Layout Navigator are both in demand for their ability to make site management and data sharing between site and office much easier through integrated software packages.”

IN THE PIPELINE

Many companies are looking to what is in the tech pipeline in the coming couple of years. Niall Campion says VRAI is always on the lookout for new technologies.

“We’re always looking at new, cutting-edge products and trying to find ways to use them to solve problems. We recently took delivery of a Meta 2 AR Development Kit. The Meta 2 is an AR headset that offers a much better field of view to anything else currently on the market. and we’re particularly looking forward to showing this to Construction clients.

“Also, there is already real value in off-plan selling using VR, a product we’ve been developing for a few months.”

A Blockchain is a continuously growing



Andrew Ricci (left), Levelling Equipment Services Ltd talks to delegates at the CIF Digital Construction Summit.



Niall Campion and Alan Havery, VRAI.

list of records, called blocks that are linked and secured using cryptography.

SSG's Ronnie Fleming says that Blockchain technology is going to be the big game changer in the coming years.

"Blockchain technology is on our doorstep, and we will see much more of it in the coming year or two. It can be applied to any multi-step transaction where traceability and visibility are required. As the digital and physical worlds converge, the practical applications of Blockchain will expand."

Ronnie Fleming is excited about the potential of Blockchain Smart Contracts. "A Smart Contract is a computer programme that works on the if/then principle. Contracts are administered in alignment with movement through the process. A simple example to illustrate this would be; If a Painter has painted a wall, he then requests that it be inspected. Next, if the person responsible for inspecting the work agrees that the work is of acceptable quality, then the Painter is paid. Smart Contracts can be used for each of these if/then scenarios and recorded on the Blockchain. This all happens securely, owing to the use of cryptography in Blockchains to store transactions in blocks of data, that are replicated on multiple servers/computers around the world.

Ronnie also references the emergence of facial recognition technology. "The opportunities presented by facial recognition are not only exciting but very real in a business sense. It is possible to determine and verify whether the person who arrives on site is the person they say they are. For example, a picture can be taken of a person's face and is authenticated

via a link to our Maximizer CRM system. This, in turn, engages with the Contracts Manager's and the business owner's mobile devices in real time.

BARRIERS TO ADOPTION

All interviewees agree costs and awareness are the two big barriers to adoption of digital technology in Construction.

VRAI's Niall Campion says that VR isn't suitable for every project. "Because what we do is bespoke, customised and delivered to a high standard, there isn't always the budget available. We're also constantly looking at ways of innovating to bring the cost of production down, but ultimately it comes down to highly skilled operators putting in the hours. We'd always say though come and talk to us; it's probably not as expensive as you think."

Niall Campion adds that potential clients are not aware that there are Irish companies doing what VRAI does. "They often assume that to get access to cutting-edge technologies they have to be talking to agencies in London or New York. That is why events like the CIF conferences are so important to us."

LES's Andrew Ricci says that the main barriers in their area are cost and the learning curve. "Like most technology, it is the initial costings and learning curve of implementing a technology that people may not be familiar with," he says. "But, after we discuss the requirements needed by the customer and develop a solution for them they see the rewards in the long term."

Ronnie Fleming says companies need to engage with people that understand the Construction Industry. "Whether you are an SME or a large multi-national there

are similar challenges; Managing costs, improving efficiency and being regulatory compliant. The objectives and the problems are the same; the only difference is the scale. Working with a software partner who understands the nuances and intricacies of your industry makes all the difference."

Karol Friel of Topcon says that global contractors are already embracing automated construction workflows in Ireland after seeing these benefits on projects elsewhere in the world.

"Smaller contractors in Ireland will be slower to adopt for good reason. Winning tenders often comes down to whoever can do the work for the lowest price. As a result, investing in automated construction can be too big of an initial outlay for that project."

He continues, "While interest is definitely growing, there's also an awareness issue that's creating a reluctance to embrace digital tools. Moving away from tried and tested models is always going to cause understandable hesitation. However, the benefits of this technology can transform processes for all-sized contractors and ultimately increase profit margins in the long-term.

Karol Friel adds that Government strategies like Ireland's recent Digital Roadmap will help push a digital transition across the industry. "But there needs to be a move to include specifications for smarter technology in major tenders to encourage widespread adoption throughout the supply chain," he says. "As a Construction manufacturer, we've made it a priority to do what we can to increase awareness and training within the Industry on the newest technology systems and digital workflows."

C



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EMBRACING CHANGE AND NEW MARKET OPPORTUNITIES

Founded in 1987 in Co Clare by Louis Keating, L&M Keating Ltd operates across Civil, Building and Marine Engineering Sectors.

In 2017, L&M Keating Ltd placed 25th in the CIF Top 50 Contractors. The company's turnover for 2017 was €67m. With offices in Dublin Cork and Clare, it now employs 100 people directly.

In January of this year, Gordon O'Regan took over as Chief Executive Officer after the company was acquired by CBD Capital. With over 20 years' industry experience, Waterford native Gordon O'Regan started his career as a Civil Engineer. Like many of his generation, he moved to the UK in the downturn, where he gained a strong grounding in the business management within Civil Engineering and Infrastructure Sector.

"I joined Tier One contractor Fitzpatrick in 2009, which was in a period of change having been recently acquired by Volker Wessels," he explains. "At VolkerFitzpatrick, I acquired invaluable experience in senior business management roles, working on major regional rail projects and as well as being part of the London 2012 Olympic build team."

Gordon O'Regan takes charge at L&M Keating at a time when the company is looking to hold on to existing staff, while also attracting new talent at home and abroad.



Gordon O'Regan,
Chief Executive Officer,
L&M Keating Ltd.



Dublin Port

"If we are to succeed in the coming years, we must offer people exciting and sustainable career opportunities," he says. "L&M Keating want ambitious people that can help us offer clients better value for money through more efficient project delivery."

"Many Irish people have been part of the BIM, and Lean construction revolution that has changed the way projects are being delivered in other parts of the world. I want to attract these people home to work for L&M Keating. To this end, we are engaging directly with people working in the UK, Australia, New Zealand and Canada."

"We are also very supportive of domestic programmes such as the new Generation Apprentice Initiative being run by Solas and CIF. These are essential programmes if we are to attract a new generation of young women and men into the sector."

L&M Keating is currently looking at introducing BIM Level Two to its operations.

"BIM and Lean have changed the way construction projects are delivered," Gordon O'Regan says. "I have seen first-hand how early contractor involvement and fairer and more sustainable contracts, with project risk allocated where it should be, can deliver huge

savings for clients and facilitate faster and more efficient project delivery."

"The new National Planning Framework and National Development Plan are ambitious and deliverable. If the Government is to succeed, however, project teams need to be on-board as early as possible, and the methods and contracts employed to deliver projects should have appropriate risks allocated to the people who are best placed to manage those risks."

He mentions the NEC (New Engineering Contract), under which L&M Keating is currently contracted for works at Dublin Port.

"We find the NEC an effective mechanism for open communications and collaborative project delivery. It's a suite of contracts that facilitate good project management and can be applied in many situations. Many other contract types are needlessly complicated, and as a result, lead to disagreement in interpretation. The NEC sets out in plain English what has to be done and who has to do it. I would like to see NEC employed elsewhere. It is a contract type that would also help counteract the problem of below price tendering, which is not good for anybody in the sector."

On the project front, Gordon O'Regan mentions that L&M Keating has recently added some significant and award-winning civil and building projects to its portfolio. These include two medical facilities for US company Stryker; design and construction of quay walls and berths at Dublin Port; Cape Clear Harbour Development and storm gates; and the fast-track construction of Carlingford Ferry Marina.

"Historically, L&M Keating's turnover has been linked to Government capital expenditure. Our new Strategic Plan aims to grow the business by augmenting domestic success projects with new overseas markets," Gordon O'Regan says about his ambitions for the company.

"To achieve this, we will need an ambitious, energetic and diverse team who will keep us at the forefront of the industry, I look forward to delivering on this challenge and ushering L&M Keating into the next phase of its development," he concludes. **C**



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BUILDING PENSION EQUALITY

Is it past time to start
#BuildingEquality in
pension provision? asks
SUSAN O'MARA.

By the time you are reading this piece, the third flagship #BuildingEquality Campaign event will have taken place on International Women's Day. The purpose of this is to recognise the women that already work in the Construction Industry and make them visible so that other women may consider the Industry a good place to work. If this happens, we may see many more young women and girls making choices in school and university that lead them to a career in the Construction Industry. Representation matters. Only 5% of those working in the Industry are women, and so there is some way to go.

At CPAS, and in particular Milestone Advisory, the great majority of the members and clients that we have responsibility for at retirement through the schemes CERS and CWPS and as individuals requiring advice are men. That, is unsurprising, given that 95% of the sector are men. As such, we do not have to focus on the gender pension gap as much as other pension providers. Nevertheless, it does exist, and in honour of #BuildingEquality, it is the focus of this piece.

WHAT IS THE GENDER PENSION GAP?

For women in Ireland, there is currently a gap of 37% of income in retirement between them and their male counterparts. This figure takes into account a number of factors such as a lack of service, lack of coverage, and greater life expectancy.

A lack of service does not mean that a woman has not worked throughout her life. Across her career, she may have gaps in pension service due to maternity leave and shorter working hours during child-rearing years. Women are also more likely to have gaps in service by taking time off to care for an elderly or unwell relative. These gaps may mean that they do not qualify for the full State pension. They may also equate to gaps in private pension service if they have such a thing in place.

A lack of coverage relates to the number



Susan O'Mara

“FOR WOMEN IN IRELAND, THERE IS CURRENTLY A GAP OF 37% OF INCOME IN RETIREMENT BETWEEN THEM AND THEIR MALE COUNTERPARTS.”

of women who make provision for private pensions when they are working. Women are less likely to join a scheme when offered access. Even when they do, they have lower levels of contribution, owing to both the gender pay gap, which runs at approximately 13% in Ireland, and sometimes different priorities when it comes to expenditure.

Greater life expectancy simply means that as women are expected to outlive men, their pension funds need to last longer and they actually save more because of this.

In previous generations, pension coverage for women may have been worse, through the marriage bar and lack of career opportunities outside the home if they were married. However, defined benefit pension schemes that their spouses may have been included in did make specific funding provisions for them in the event of their

husband's death in retirement. This is rarely the case anymore, and as the pensions' landscape becomes more difficult across the board, women's income in retirement can be greatly impacted.

WHAT IS BEING DONE TO RECTIFY THIS?

There is much work to be done by Government on the pensions issue to ensure that the prevailing pension policy in Ireland is based on the modern lives of women and men. There are already ongoing discussions about the so-called “pensions time bomb” across the industry and in the media. In the meantime, it is imperative that, armed with this information, people take control of their retirement funding by engaging with the planning process and not relying on either the State pension or a spouse's pension.

We may also see a greater onus on employers in this area. While many employers already provide access and funding for pension provision for their employees, we are likely to see the introduction of mandatory pensions in Ireland.

If reading this, you are one of the 5% of women working in the Construction Industry, well then it is time to take action and review your retirement plans. Have you private pension coverage in place? If so, is it adequate? As well as looking at your own plans for retirement income, encourage your colleagues and friends to engage with theirs.

Susan O'Mara is a Financial Services Consultant with Milestone Advisory. **C**

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CIS NEW PROJECT MAPPING SYSTEM SHOWS REAL-TIME PROJECTS ON-SITE ACROSS IRELAND AND NORTHERN IRELAND

Construction Information Services (CIS) has launched a new service whereby it has leveraged its digital platform to present customers with a visual guide to construction projects around Ireland.



The CIS team.

CIS's database provides comprehensive, real-time and verified information about construction projects throughout Ireland and Northern Ireland. Having published a weekly report since 1972, providing companies with the information about construction projects, and transitioning online in 2008, CIS wanted to provide its subscriber base with a more interactive experience. To do this, CIS approached Esri Ireland to create a map showing the location of all projects around

the country.

The result is CIS Mapping, an interactive system that enables construction companies planning for the future to examine the opportunities for new builds throughout the country. Subscribers to the service can view their search results on a highly detailed map of Ireland, and filter results using a number of criteria, including type, location and size of the project. This allows companies to quickly assess jobs that might be of interest and proceed to the next stage of the process.

Customers can access key project

information by clicking on an icon and scrolling down through the popup window. From there, they can link to the planning documents and the CIS project description page for more comprehensive information on that particular project.

"The Construction Sector in Ireland is once again becoming an important pillar of the Irish economy after a number of difficult years," says Tom Moloney, Managing Director, CIS. "To ensure this positive momentum continues, companies need access to in-depth, reliable data about projects across the country from pre-planning to on-site stages. This is where CIS Mapping comes in. With over 38,000 construction projects, worth over €58bn already listed on the map, this tool presents organisations with a huge opportunity to quickly and efficiently decide on the projects that interest them most, and that demonstrate the most potential."

"CIS has long been at the forefront of providing Irish companies with the information they need to develop their businesses," says Dermot O'Kane, Sales Manager of mapping and spatial analytics software developer Esri Ireland. "The development of CIS Mapping is a testament to its continuing adaptability and commitment to innovation. The CIS online service remains an authoritative source of information, but people now are more visually led than ever before, and CIS Mapping is a powerful tool that will appeal to a new generation of users. We are thrilled to have been able to work closely with CIS on the development of this service, and we're eager to continue to develop the platform to bring it to more and more users around Ireland."

CIS also developed an intelligence feature called CIS Company Connections, where customers can see the historical and current project partnerships between companies, and discover who their competitors have worked with or are currently working with on projects. They can use this information to monitor their market share in particular construction jobs or sectors and help shape their pitch to work with companies on future projects. **C**

CIS MOVE TO NEW OFFICES AND EXPAND TEAM

Construction Information Services (CIS) has expanded its team and moved to new offices to accommodate its growing needs.

In recent years, the company has expanded its research team in order to process the continuous growth in construction project activity across the country.

"We are committed to researching to greater depths and capturing further real-time, accurate and verified information to empower suppliers, contractors and professionals to identify and secure more business opportunities," says Tom Moloney, Managing Director, CIS.

"As part of our expansion plans, we also welcome John Byrne to our team, who has taken up the post of Product Development and Systems Manager. John will be responsible for driving and developing our work on CIS Insights, which will strive to manipulate our data to produce bespoke researched reports on construction activity, trends, opportunities and much more."

CIS's new address is Suites 3 & 4, The Cubes, Beacon South Quarter, Sandyford, Dublin 18

BUILDING SECTOR NEEDS WOMEN TO THRIVE

JEAN WINTERS, Director, Industrial Relations and Employment Services, CIF, outlines why greater diversity is essential if the industry is to have a sustainable future.

Irish Construction needs to employ more women if the industry is to have a sustainable future. The CSO estimates that only 5.5% of the workforce across all construction-related sectors are women. A recent survey of CIF members showed that only one in 10 employees in their organisations is female.

Unsurprisingly, 99% of employees working on construction sites are male. However, offsite, in construction offices, gender balance is better at 56% male and 44% female.

However, this balance is not reflected at the top of construction companies where only 3% of CEOs and 10% of company directors are women.

Addressing these imbalances is more than a moral issue. It's good business for our industry in the face of its ongoing productivity challenge and an imminent skills shortage.

For example, in 2016, the CIF and Further Education and Training Authority Solas identified the need for an additional 112,000 workers to meet Ireland's housing and infrastructure requirements. We cannot do this by only drawing from the 50% of the population in the male talent pool.

Our failure to attract, retain and develop female talent also has implications for Irish society and its economy.

Without female talent, the industry's efforts to deliver critical Government strategies in housing and infrastructure such as Rebuilding Ireland, the National Development Plan and the National Planning Framework, will most likely fall short.

Our industry recognises that it is in a war for talent against other professions, which are considered more female-friendly. In 10 years, millennials will account for nearly 75% of the Irish workforce and young people expect diversity and inclusion.

It is not just some lofty goal for them, it encourages them to join one company

over another, or indeed one industry over another. In other words, the inherent gender imbalance in the construction industry is switching off this generation of younger people, both male and female.

Our survey shows that construction companies are aware of this threat to their medium-term future. Almost three-quarters (71%) of respondents believe that the construction sector would benefit from attracting more women into the industry.

However, it is not enough to simply recognise the problem. While 91% of those surveyed see adopting a gender-inclusive environment as important, only 61% are taking steps to do so. While 80% of respondents believe that is important to have gender-bias training for all staff engaged in recruitment, just 13% have this in place.

We all need to do more to proactively facilitate women in the industry and to influence young girls to choose construction as a career. This includes addressing the education system where we believe young girls are dissuaded from considering any form of career in construction at primary and secondary level. The CIF has been working with several schools, industry leaders and State Agencies to address this type of gender stereotyping as it diverts 50% of future talent from our industry.

The impact of this stereotyping at primary and secondary levels follows through into the workplace. Almost half – 44% – of respondents believe gender stereotyping is the main contributing factor in the shortage of women in construction, while 40% suggest that the industry is simply not viewed as attractive to women.

The industry is trying to communicate the benefits and rewards of a career in construction to young women considering their options at second level.

Careers in construction have changed dramatically over the past 10 years. Better health and safety and increased



Jean Winters

use of technology are two trends making construction more attractive to young people, male and female. **C**

“ IN 10 YEARS, MILLENNIALS WILL ACCOUNT FOR NEARLY 75% OF THE IRISH WORKFORCE AND YOUNG PEOPLE EXPECT DIVERSITY AND INCLUSION. ”



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GDPR – THE ELEPHANT IN THE ROOM

The General Data Protection Regulation comes into force on 25th May. **LORRAINE VALENTINE** outlines how you can prepare your organisation for its implementation.

The General Data Protection Regulation (GDPR) is fast approaching, and it is a heavy topic. A recent study in the UK has shown that 35% of leaders in the Construction Industry do not know what GDPR is while at the same time cybercrime is increasing in the sector.

WHAT IS GDPR?

The GDPR is designed to help safeguard data protection rights for individuals and introduces a single set of rules across the EU when it comes to how organisations handle data relating to individuals. GDPR is the most significant change to the European data protection regime in over 20 years.

WHEN WILL IT COME INTO EFFECT?

The GDPR will come into force on 25th May 2018.

WHO WILL BE AFFECTED BY THE GDPR?

All organisations that process the data of EU citizens irrespective of size and location will need to be compliant with GDPR. There appears to be a common misconception that small companies fall outside the scope of The GDPR; this is definitely not the case. There are some exemptions under The GDPR for SME's, but these need to be carefully examined.

WHAT TYPES OF DATA FALL UNDER THE GDPR?

Personal data is defined very broadly and essentially means any information that can lead to the identification of an individual. Vast amounts of personal data is processed in the Construction Industry. Examples include contact details, employee data, client data, CCTV imagery, health and safety data and data collated from site access cards and wearable technology.



Lorraine Valentine

WHAT STEPS CAN YOUR ORGANISATION TAKE TO PREPARE FOR GDPR?

1. The fundamental first step is to carry out a data audit to understand the types of data that you hold, where it is stored, and who has access to it. Your organisation should also prepare a visual map of the flow of data into, within and out of your organisation to fully understand your data processes.
2. Staff training is one of the most crucial parts of The GDPR. Training needs will vary depending on roles. However, as most data breaches happen as a result of human error, ensuring staff have an understanding of the law and the fines, and the reputational damage their company could be subject to, is key.
3. Update your data protection policies and procedures to ensure these are GDPR-compliant.
4. There are mandatory provisions under the GDPR that must be in place with vendors that process data on your behalf; your organisation will need to review these contracts with third-party suppliers.

GETTING STARTED

Some basic measures that you could start right now to keep data secure are

to ensure laptops are encrypted, and to ensure your organisation operates a clean desk and clear screen policy and only allows employees to access information on your systems and manual files on a need-to-know basis.

WHAT ARE THE PENALTIES FOR NOT COMPLYING WITH THE GDPR?

The headline-grabbing story of GDPR so far is in relation to the vastly significant increase in fines for non-compliance – up to €20m or 4% of annual global turnover, whichever is the higher. The Regulator, The Office of the Data Protection Commissioner, will have a degree of discretion as to whether to impose a fine and the level of that fine. That discretion will ultimately come down to how compliant your organisation is.

ATTAIN ONGOING COMPLIANCE

Once the GDPR-effective date of 25th May hits; it is definitely not “tools down” so to speak. Your organisation's preparation for this deadline should not be seen as a once-off project; the real goal should be to attain ongoing compliance. Build data protection into your systems and processes from the outset; the security of personal data can no longer be an afterthought. If you are ahead of the game, you may find yourself at a competitive advantage over your peers when it comes to tendering for business.

There is still time to get your house in order so don't panic and remember, “When eating an elephant, take one bite at a time.” **C**

Lorraine Valentine is Regulatory Compliance and Information Security Specialist with CIF Pension Administration Services (CPAS)

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CPD: THE WHAT, WHY AND HOW

PAULINE HALL Board Member of the Construction Industry Register Ireland (CIRI), outlines how CIRI members should go about establishing an effective Continuing Professional Development programme in their companies.

Programmes under the broad umbrella of Continuing Professional Development, (CPD), offer great potential to equip companies to respond appropriately, even thrive, in change. CPD is learning that enhances a person's existing occupational, technical and professional competence, in a process of life-long-learning. The key words here are 'enhances' – CPD builds on the skills, knowledge and experience that people already have, and 'process' – CPD is cyclical, not a one-off event.

CPD benefits individuals because, as David Megginson, co-author of the book 'Continuing Professional Development,' says, "It is no longer possible to do all your learning at the start of your career and then spend the rest of your working life using what you have learned." Research into adult learning suggests that the great part (up to 80%) of our learning arises from:

- Doing
- What we need to learn, (eg to solve problems)
- Working with others
- Reflecting afterwards on our experience (Otherwise, experience is merely repeated, and learning is not applied in a new or different situation)

CIRI CPD

The Construction Industry Register Ireland (CIRI) CPD process allows for the mobilisation of all these aspects of learning within a framework of consistent standards, all supporting high-quality, up to date and relevant practice.

Current trends are to make more flexible and less rigid the distinction between formal education and informal development activities.

CPD combines formal and informal approaches, connecting learning to actual work. It is important for companies to explicitly commit to arrangements for CPD, by way of their CIRI CPD plan. However, the philosophy of CPD also emphasises a readiness to identify and use opportunities



Pauline Hall

that arise spontaneously in everyday work situations and an appreciation of how people are often engaged informally in CPD without necessarily using the term.

As a mandatory element of the registration process led by CIRI, CPD is a central part of the service to construction companies provided by the Construction Industry Registration Board (CIRB).

CIRI supports construction companies in engaging in a mandatory process that involves planning, delivery and recording of training for staff at all levels within small, medium and large companies. Programmes are delivered in a structured fashion, targeted to enable the company to address areas of risk, both for them and for the consumer. Risks stem from legislative factors (eg Health & Safety & Welfare at Work), regulatory factors (eg BC(A)R)), technological factors (eg BIM) and organisational factors (Awareness of staff development as a central management function).

PROFESSIONALISM

Over and above the compliance needed for registration with CIRI, companies can benefit from actively embracing CPD. The practice of CPD is a long-established

method to maintain and raise standards for members of representative professional bodies (eg RIAI, IEI and SCSI). The supervisory role of senior to junior is not new, but rather established good practice across the Construction Industry.

WHY CPD?

The short answer is that evidence of planning, delivering and recording CPD is a mandatory requirement for registration under CIRI.

CIRI Registration will, in turn, be mandatory for construction companies to operate in the marketplace when the Building Control (Construction Industry Register Ireland) Bill 2017 becomes law.

A longer answer would point to the changed and changing environment of the industry, where particularly the areas of:

- Building Regulations and Building Control Regulations are ever more stringently monitored
- Safety health and welfare are subject to dynamic evolution
- Technology and innovation are changing the operations of the industry
- Business and management expertise is increasingly required to steer the future direction of construction companies

The above are the four pillars of focus for CIRI CPD. Because companies have no option but to engage in CPD, the requirement to commit scarce resources of time, budget and expertise to drawing up, delivering, recording and reviewing a systematic CPD plan for all employees will undoubtedly seem onerous. This is particularly true of the second year of the CPD cycle, and for smaller companies. Depending on how it is introduced and worked, once CPD is embedded as part of "the way we do things", it can help to add value and secure competitive advantage. In the short term, it updates and clarifies existing procedures, and keeps staff up to date. In the medium term, there is potential to increase the range of skills and the rate of

acquisition within the company, reduce staff turnover, and maximise performance.

Because companies have no option but to engage in CPD, they will do well to identify potential benefits.

ORGANISE YOUR COMPANY'S CPD PLAN?

The CPD process has been developed and administered by the CRI CPD Office. In CIRI's approach, a company formalises its interest in, and commitment to CIRI CPD through its CPD Plan. A CPD Plan stems from the particular needs and risks – internal and external – that the company faces. To conform to CIRI specifications, plans need to be capable of being evaluated, and therefore they need to:

- Focus on the four pillars
- Plan, record and verify CPD activities
- Target the whole company
- Show CPD points based on learning hours prescribed for each level
- Ideally, include both individual and group interactive activities

SUCCESSFUL DELIVERY OF CPD

CPD is targeted at the whole company, vertically and horizontally integrated, with the content and process of training matched to different levels and roles of staff. CIRI policy emphasises that CPD is not something separate from work, to be undertaken when managers have a spare moment, or a reward on occasions when they have finished more important tasks.

Acknowledging that this approach is to an extent something new for the Construction Industry, CIRI provides support and resources in the form of modules, templates and pro forma documents. CIRI is also concerned to devise methods for reviewing and keeping up the momentum on the roll-out of CPD, as existing needs of both companies and consumers are met, and new ones arise.

Mindful of the pressures on time, budget and expertise, for companies already hard-pressed, CIRI provides specified targets for CPD, and a range of approaches that can be utilised depending on which structured learning activities (Presentations, demos by suppliers, formal induction, lectures, workshops, site visits, technical papers, journal articles and research projects), and unstructured learning activities (Mentoring or being mentored, coaching or being coached, job shadowing, technical blogs, serving on committees/ task forces/web-groups, lunchtime team talks, informal networks, debriefing after a significant event, e-learning or learning journals) they select.

Such activities are inputs that generate



CPD is an established method to maintain and raise standards.


outputs (eg Certificates of completion, records of attendance, evaluations, formal or informal feedback). This is cyclical: outputs from one programme, in turn, feed into new inputs for the next. The extent to which inputs produce outputs is a measure of efficiency, which is audited under the CIRI procedure. However, the evaluation of inputs versus outputs will add greater value and deliver higher-order information if companies also gather evidence of outcomes, which are typically broader and more long-term (eg enhanced capacity, adoption of newer or improved practice, development of more strategic approaches). Attitudinal change can make staff more effective, and as a result, managers may encounter fewer problems into the future.

CONCLUSION

The CIRI policy states that CPD needs to be of high quality and fit for purpose, not merely tokenistic, box-ticking or a simple accumulation of individual CPD already undertaken. It acknowledges that there is a learning process also at company level in becoming more familiar and confident with implementing CPD, and, especially,

in rooting it in the distinctive environment of large and small construction companies. Random and targeted CPD audits by CIRI will be initially based on hard copy, and ultimately on soft (electronic) records, and should help to bring home the importance of tracking what actually happened in a given setting. Following completion of a few cycles, companies will undoubtedly influence the process in a dialogue with CIRI.

CIRI is ready to play its part in partnership, to embed this potentially exciting and positive process with benefit for all of those involved in, dependent on, or affected by the Construction Industry. That means virtually all of us.

Pauline Hall has worked as a lecturer, trainer and consultant with the Irish public service, and many international bodies. She is the author of several distance learning programmes on management development, and the co-author of a book Agents of Change. She was nominated by the Housing Agency to the Board of the Construction Industry Register Ireland in 2016. 

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“ADOPTION IS BEST DONE THROUGH SHARED EXPERIENCE”

Glenn Ballard, Lean Construction Institute co-founder and Last Planner® co-creator recently addressed an audience of Lean Construction Project Managers in Dublin.

ROBBIE COUSINS reports.

Last Planner co-creator Glenn Ballard was recently in Dublin to address a Lean Construction Ireland seminar entitled ‘Adding Value to all levels of Construction Projects via Last Planner & Integrated Project Delivery’, which was sponsored by Ardmac.

Last Planner is a production planning system designed to produce predictable workflow and rapid learning in programming, design, construction and commissioning of projects. It is a holistic system of project management, whereby each part is essential to support the planning and execution of an overall Lean project.

In his presentation, the Director of Project Production Systems Laboratory with the University of California, Berkeley gave extensive insights into how contactors and their project teams can make the best use of Last Planner.

Speaking after the seminar, Glenn Ballard praised Lean Construction Ireland (LCI) for paving the way for the adoption of Lean Thinking in Ireland.

“They are ideally placed to help Irish firms adopt Lean thinking and practices,” Glenn Ballard said. “The leadership being provided by LCI is exemplary, and the passion is evident. I predict rapid development in the range and depth of Lean practice among leading-edge companies shortly. This will likely draw in other industry players who may not yet have caught the fever.”

LAST PLANNER REQUIRES A DIFFERENT UNDERSTANDING OF LEADERSHIP

Advising on how Irish firms should adopt and make best use of the system, he said that Last Planner requires a different understanding and practice of leadership and supervision.

“A fundamental presupposition of the Last Planner system is, ‘If you can’t say no, you can’t make a promise.’ I think



Glenn Ballard

it is evident on its face that a response to a command is not a promise; at best it may be understood as ‘I will do my best, sir.’ Seeking a promise rather than ‘Aye, aye sir’ enables everyone to help an organisation make better decisions and perform better toward their objectives.”

He said that it might make sense for companies to implement Last Planner System functions sequentially when figuring out how to perform those functions in each organisation. “It is critical to understand that Last Planner is a system, with functions playing interconnecting roles. Don’t cherry pick,” he warned.

DEVELOP A SHARED UNDERSTANDING OF HOW LAST PLANNER WORKS

For companies starting their Lean

journey, Glenn Ballard said that there are a number of routes that can be taken but developing a shared understanding of how Last Planner works is vital.

“Adoption is best done through shared experience, he advised. “Don’t over-rely on classroom training or trying to talk people into changing. Give people different experiences so they can see for themselves that they can change their work processes and their quality of work life.”

LAST PLANNER AT WORK

He demonstrated this approach with an example.

“For instance, a medium-sized fabricator/installer of precast concrete products divided their entire company into 13 groups, all the way of fabricating products to engineering, financial management, accounting, and so on,” he explained. “Over a period of several years, the groups were one by one introduced to basic Lean concepts and methods, then quickly engaged in improving a process they helped select and improve. Once launched, each group was expected to perform at least one improvement process each quarter. In preparing to publish a paper describing what they had done, I visited the first group and found that the company had successfully changed their culture. Helpers were excited to tell me about their latest ideas. Supervisors were encouraging and coaching them how to develop their ideas into something that could be tested. They had become a learning organisation.”

“One of the keys to their success was the presence on each group steering committee of a senior manager. For example, the CFO was on the first group; the General Manager was in the group responsible for storing and handling the finished product, the Manager of Engineering was on the group doing site installation of their products. As you can imagine, eyes and minds were opened.” **C**

DELIVERING ON AN AMBITIOUS AND COMPLEX PLAN

JEANETTE MAIR, CIF Economic & Policy Research Executive, outlines the challenges ahead in delivering the goals set out in the ambitious National Planning Framework and new National Development Plan 2018-2027.

The Construction Industry welcomed the publication of 'Project Ireland 2040', the new National Planning Framework (NPF) together with a new National Development Plan (NDP) 2018-2027, in February 2018. Project Ireland 2040 is an ambitious framework for realising future public investment and development in Ireland to 2040. It will be applied on a regional basis through statutory Regional Spatial and Economic Strategies (RSEs), the drafting of which has already commenced. Perhaps, most crucially the NPF will help to set the context for the new 10-year NDP 2018-2027.

The NDP is a blueprint, setting out a strategic framework for public capital investment over the next 10 years with a particular focus, alongside the underpinning of the NPF, on the achievement of the following overarching objectives:

- Meeting Ireland's infrastructure and investment needs
- Reforming how public investment is planned and delivered
- Identifying priority areas, which include Transport, Education, Health and



Jeanette Mair

Housing

A new funding model for Exchequer-funded public capital investment is being put in place to ensure that resources are allocated to projects and programmes that are focused on meeting Project Ireland 2040 priorities. Overall funding of €116bn will be allocated across the lifetime of the NDP, and total capital expenditure is due to increase to 4.1% of Gross National Income (GNI) by 2027. The NDP is underpinned by the

multi-annual Exchequer capital allocations announced in Budget 2018. These cover the four-year period 2018 to 2021 and provide an additional €4.3bn in capital funding, increasing total capital investment for the period by 17.3% to €29.2bn – 30% of which is already allocated to projects. In addition to direct Exchequer investment, the wider Semi-State Sector will be investing in energy and water facilities over the lifetime of the NDP.

The NDP introduces four new funds to drive specific priorities set out in the NPF. These include:

- An Urban Regeneration and Development Fund (€2bn)
- A Rural Regeneration and Development Fund (€1bn)
- A Disruptive Technologies Innovation Fund (€500m)
- A Climate Action Fund (€500m)

The NDP lists a series of public investment priorities (projects) thematically based upon the 10 National Strategic Outcomes (NSOs) contained within the NPF. The intention is that public capital investment will be configured over the next 10 years to secure each NSO. Investment priorities are listed under the NSOs outlined in Table 1.1:

AMBITIOUS AND COMPLEX PLAN

Implementation of a plan of this scale and ambition will be complex. The industry is aware of the vertical and horizontal implementation challenges that will be faced by Government when it comes to implementing this plan across multiple Government Departments and Agencies, all with varying degrees of regulation, resources and decision-makers involved.

For the many businesses operating in construction the prioritisation and timeframe for delivery of the projects is a vital planning consideration.

From Ireland's perspective, the timely implementation of the plan is essential to meet the critical physical and social infrastructure needs of a growing country – especially in areas such as Transport, Housing, Health and Education.

The industry, therefore, welcomes the fact that the Department of Public



NATIONAL STRATEGIC OUTCOME	INVESTMENT 2018-2027	EXAMPLES OF INVESTMENT PRIORITIES
Compact Growth	€14.5bn total	€2bn allocated to an Urban Regeneration and Development Fund
Enhanced Regional Accessibility	€7.3bn total	N4 Collooney to Castlebaldwin, N24 Waterford to Cahir
Strengthened Rural Economies and Communities	€8.8bn total	€1bn allocated to a Rural Regeneration and Development Fund/Investment in regional and local roads such as Shannon Crossing and Killaloe Bypass, R494 upgrade
Sustainable Mobility	€8.6bn total	Metro Link (Dublin), BusConnects Galway – €200m
A Strong Economy, Supported by Enterprise, Innovation and Skills	€9.4bn total	Expanding IDA Regional Property Programme to attract investment to regions, Consolidation of further education and training in modern fit-for-purpose facilities
High-Quality International Connectivity	€4.8bn total	Regional Airports Programme, €27m capacity extension works at Shannon Foynes Port Company
Enhanced Amenity and Heritage	€1.4bn total	National Concert Hall renovation, Cork Event Centre
Transition to a Low-Carbon and Climate-Resilient Society	€21.8bn total (€7.6bn Exchequer/ €14.2bn non-Exchequer)	Gas infrastructure projects to support regional, rural development, Investment in energy efficiency of existing commercial and public building stock, upgrades to homes increasing to 45,000 per annum from 2021 to achieve BER Rating B
Sustainable Management of Water and Environmental Resources	€8.8bn total	Eastern & Midlands Water Supply Project, Kerry Central Regional Water Supply Scheme – €33m, Cork Lower Harbour Main Drainage Project – €55m
Access to Quality Childcare, Education and Health Services	Education: €8.8bn total Health: €10.9bn total Other: €3bn total	Maintenance and minor works grant schemes for schools – to reach €100m per annum from 2020

Table 1.1: 10 National Strategic Outcomes

Source: NDP 2018-2027

Expenditure and Reform will establish an Infrastructure Projects Steering Group with senior representatives from all of the infrastructure and investment Departments to oversee implementation of the plan. The Department has also committed to further developing the 'Capital Tracker', which was first introduced in late 2017, to ensure full public transparency on infrastructure project priorities, timelines and performance targets. This is a priority initiative for industry and will be closely monitored.

CONSTRUCTION SECTOR WORKING GROUP

Another very positive development to emerge from the new plan is the establishment of a Construction Sector Working Group, which will work to ensure regular and open dialogue between Government and the Construction Sector. It is now widely acknowledged that a healthy, sustainable, competitive and well-functioning Construction Industry, which offers good long-term quality employment and construction output, is deemed essential to the achievement of the goals of the NPF and the delivery of the priority projects as outlined in the NDP. Policy actions within the area of skills development should be aiming to

“FOR THE MANY BUSINESSES OPERATING IN CONSTRUCTION THE PRIORITISATION AND TIMEFRAME FOR DELIVERY OF THE PROJECTS IS A VITAL PLANNING CONSIDERATION.”

accompany the national strategic outcomes identified.

The medium-term prospects for the Construction Sector are generally very positive following the introduction of this longer-term capital investment plan.

It will help to moderate the influence of external factors such as Brexit and place the Construction Industry, along with the wider economy, on a more sustainable path.

The new NDP promises to boost all sectors of the industry – in particular, the Civil Engineering Sector, which has seen major cuts in public spending since 2008. However, no major output growth is expected until after 2019, with positive growth in public construction being forecast at 4.7% for 2020. By 2021, Ireland's public investment, measured in terms of Gross Fixed Capital Formation, is currently projected to increase to 9.3% of total general Government expenditure, which will be above the long-term EU15 average, highlighting the extent to which public investment is being prioritised within public spending overall.

Finally, just as the review of the capital plan, 'Building on Recovery: Infrastructure and Capital Investment 2016-2021' emphasised, there is now compelling international evidence that efficient public capital investment is the “wheels if not the engine of long-term economic growth by helping to raise productivity and industrial capacity”.

The CIF will be keeping all members updated with relevant information as the implementation of the NDP begins. **C**



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GUIDELINES ON PURCHASING REFURBISHED SCAFFOLDING

GILLIAN ROSS, Executive, CIF Specialist Contracting, outlines current National Association of Scaffolding and Access Contractors guidelines on the use of refurbished scaffolding.

The National Association of Scaffolding and Access Contractors (NASAC) recently raised concerns in relation to the lack of standards for the inspection, testing and certification of refurbished scaffolding in Ireland. Corroded and rusting scaffolding components can lead to serious issues with the scaffolding's structural integrity and can lead to catastrophic failures and scaffolding collapses.

"Scaffolding components may be shot-blasted, sand-blasted, sprayed or painted and depending on defects may affect the component structure, warns Derek Enright, Chairman, NASAC. "The components may appear new, but the integrity needs to be established and certified by the supplier. One of NASAC's key concerns is safety and contractors purchasing and providing refurbished scaffolding should be aware and ensure that components meet the criteria as

set out in the guideline."

NASAC advises that contractors should refer to guidelines from Section 5.5 of the UK NASC (National Access & Scaffolding Confederation) TG20:13 Design Guide, Section 5.5 which detail the properties of scaffold tube and the capacities for permissible stress.

According to best practice for used scaffold, NASAC wishes to draw attention to the following guidelines:

- The standard set out in Section 5.5 (Page 119) of the NASC TG20:13 Operational Guide, which outlines the properties of scaffold tubes and the corrosion allowance of 10% should be referred to and abided by. (Source: NASC TG20:13 Operational Guide, A comprehensive guide to good practice for tube and fitting scaffolding).
- Any company providing used scaffold should provide a Chartered Engineer's

test, inspection, audit and certification to certify that the refurbished scaffold meets the 10% allowance for used scaffold.

- Companies must comply with Section 16 of the Safety, Health and Welfare at Work Act 2005, which outlines the general duties of designers, manufacturers, importers and suppliers of articles and substances. (See www.hsa.ie for further information).
- Companies providing used scaffold must ensure that they have appropriate Professional Indemnity Insurance provisions in place.

The UK NASC TG20:13 Design Guide can be accessed at www.nasc.org.uk

If you have any queries regarding scaffolding contact Gillian Ross, Secretary, NASAC, on 01 4066000 or gillianr@cif.ie **C**

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WHY CONSTRUCTION COMPANY OWNERS SHOULD THINK LIKE SHAREHOLDERS

A 45-minute chat could get your business working for you instead of the other way around, suggests BRIAN COX, Associate Director, Davy.

In my experience of working with business owners, they spend too much time working for the business and not enough time getting the business to work for them.

HARD TO SEE THE BIGGER PICTURE

For many, it has become impossible to see the bigger business/financial picture for the daily tasks. If this rings a bell, consider putting a personal financial plan into place. A good starting point is to ask yourself a question: 'What is my definition of personal financial success?' For some, it is about financial independence, and for others, it is about the freedom to be able to make bigger decisions without worrying about money.

The majority of clients I work with simply put it down to the volume of tasks required to run a busy construction company. This can distract them from addressing important business issues such as decisions about how and when to exit the business.

GET YOUR SHAREHOLDER CAP ON

These issues are too complex to add to your weekly to-do list and require careful consideration, expert advice – and a change of mentality. Forget about working for your business and focus on working on your business. Think like a shareholder.

As the owner of the equity in a business, you want to maximise the value of your biggest asset (ie the business itself). You may be considering selling the business or passing it on to the next generation.

The objective of a financial plan is to align your options and decisions with these long-term targets and focus on:

Lifestyle Maintenance – Building up your pension fund is the simplest most effective way of extracting the maximum amount of money from your business to maintain your income and lifestyle when you retire. It removes a great deal of risk if the family wealth is tied up in the business. A tailored financial plan will calculate your pension funding capacity and tax reliefs available.

Business Structuring – The purpose of a financial review is to ensure the business is structured to deliver maximum value to shareholders, regardless of the lifecycle stage your business is at. There may be an opportunity to move from a single



Brian Cox

“ **FORGET ABOUT WORKING FOR YOUR BUSINESS AND FOCUS ON WORKING ON YOUR BUSINESS.** ”

limited trading company to a holding company structure. This move has allowed many owners to ring-fence their assets before selling the business tax-free. This is extremely advantageous for businesses with multiple shareholders.

Investment Strategy – A tailored investment strategy will help you build a portfolio that reflects your individual circumstances while avoiding the common pitfalls of having an over-concentrated investment position. Taking all factors into account, your financial plan will include an investment strategy aligned with your goals while retaining the flexibility to adapt to any changing circumstances.

GET THE BALL ROLLING

Flexibility is so important. There is no 'one-size-fits-all' solution. Every business is different and unique – just like its owners. A personal financial plan takes a holistic view of your current financial position, circumstances and goals to map out the individual actions and decisions that will help you get where you want to be.

I suggest you take time out from the 'day job' and schedule an initial debrief with an experienced financial adviser. It will only take approximately 45 minutes to sketch out the 'big picture'.

Brian Cox is an Associate Director with Davy. He works with construction company owners to provide best-in-class financial planning, investment management and asset selection. You can contact Brian directly on 01 614 9180 or email brian.cox@davy.ie

*This article is general in nature, and does not take account of your financial situation or investment objectives. It is not intended to constitute tax, financial or legal advice and is based on Davy's understanding of current tax legislation in Ireland. Davy does not provide tax or legal advice. Prior to making any decision which may have tax, legal or other financial implications you should seek independent professional advice. There are risks associated with putting any financial plan or strategy in place. The value of investments may go down as well as up. J&E Davy, trading as Davy, is regulated by the Central Bank of Ireland. **C***

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CONSTRUCTION BONDS FOR SMES

Construction bond provider Construction Guarantee has its roots very much in the Irish Construction Industry. **ROBBIE COUSINS** reports.

Construction Guarantee is an Irish-owned business that provides performance bonds on behalf of building contractors and specialist sub-contractors for contracts in Ireland and the UK.

The company was originally set up in 1984 by the Construction Industry Federation in response to difficulties members were having in obtaining bonds. It became an independent entity in 2000 and is now an underwriter for Hiscox, a well-known and respected British specialist insurer. Hiscox has roots in the London market dating back to 1901 and controls one of the largest syndicates at Lloyds.

The Construction Guarantee management team comprises Kevin O'Brien, Managing Director and Mark Hogan, Director.

Kevin O'Brien says that construction bonds are a standard product that has not changed over the years.

"They are essentially a risk management tool and, while quite simple in their effect, can sometimes be complex to underwrite. However, bonds are generally 'item Z' on the list and are often left until the last minute. With that in mind, we aim to make the whole process as smooth as possible so that contractors can get on with the real task at hand. We aim to take the bureaucracy out of bonds for clients by ensuring that applications are easily controlled and reviewed quickly. We also ensure that each client can easily monitor the status of their application. We are also quick at making decisions, often processing an application in a matter of days."

The construction bonds sector has seen little change over the years, according to Kevin O'Brien.

"We were set up to offer an alternative source of bonds to the traditional routes in the 1980s. We have grown in the years since, along with our clients, to become one of the largest bond providers now operating in Ireland. And while the technology might have changed the product we offer is still very much the same."

He says that the business is split 50/50 between public sector and private sector contractors.

"In the past, the split was closer to 70% public, 30% private," says Kevin O'Brien. "The change can be attributed to the growth in institutional clients where bonds are part of their corporate policy. Banks today also are looking to minimise their exposure, more so than in the past."

"Our founding ethos was to provide a source of bonds for SME businesses, and we have a good understanding of these contractors' needs," he says.

"Construction Guarantee now has the financial capability to provide bonds on contracts in excess of €50m, with bonds provided typically being 10 to 12.5% of the contract value."

Kevin O'Brien is concerned that although the Construction Industry is returning to growth, threats remain.



Kevin O'Brien,
Managing Director,
Construction
Guarantee

"That contractors operate under tight margins is not news. Contractors should be paid appropriately for their work. I also think that their clients need to reflect more on the risks of low price tenders to them. If a building is built cheap today, there may be serious maintenance problems not too far down the line. Build cost is a fraction of the total economic value of a building over its lifetime. Contractors' more enlightened clients, especially in the private sector, recognise the long-term benefit of paying a reasonable price to ensure quality and deliverability."

"Also, technology has made it easier for more contractors to tender for jobs. This can put local contractors under pressure. I understand that construction firms can be hungry beasts that need feeding, but it seems that on every second tender there is always one bidder 'taking a view'. This pursuit of turnover at the expense of margin needs to be addressed because, if not now, when?"

He explains further, "The demand for bonds comes ultimately from the client or employer. Since the downturn, this has increased in response to the economic climate. As things have improved, we see clients continuing to ask for bonds from contractors as a matter of policy. This is sensible because, even in times of apparently plentiful work, contractors can still get into difficulties. That is why we are here providing security for clients and helping contractors to secure work. **C**"

For more details on Construction Guarantee phone 01 668 7240 or visit www.constructionguarantee.ie



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NEW SITE SAFETY SUPERVISOR PROGRAMME AIMS FOR ZERO INCIDENTS, ZERO INJURIES

ROBERT BUTLER, Head of CIF Learning & Development, outlines details of a new safety training initiative to increase the expertise of Site Safety Supervisors.

Ensuring that all workers have the competency to complete a task – whether it is a manual task, instructive or managerial task – is critical. The chain of communication has numerous ‘links’ and these need to be solid for information to get to the worker completing the task. If a ‘link’ fails, the communication process fails and at best, an incident occurs, at worst, an injury. Effective instruction is vital to ensure the link is strong. Site Supervisors’ daily activity is to instruct, monitor, organise and coach – in essence – the overall leadership of the group. Leadership is fundamental, and as a leader people will follow what you do, what you say and what you feel.

On review, the core competencies of a Site Supervisor were defined as experience, knowledge and training. Experience is usually not a problem. A Site Supervisor will not be given authority unless he/she has experience in carrying out the activity. Knowledge is gained from continually completing a task effectively. Training is the formal process completed to give a person the information so that a task can be effectively completed. When all of the above is viewed from a safety perspective, the question arises – what ‘training’ do Site Supervisors complete?

CIF, in conjunction with a number of member companies, as part of its goal of achieving ‘Zero Incidents, Zero Injuries’, has recently introduced a Site Safety Supervisor Programme (SSSP) aimed at ‘hands-on’ Site Supervisors who instruct, monitor and assist operatives in their daily activities, concentrating on the safety aspects of tasks that require completion.

The original pilot programme was developed by the CIF in partnership with Sisk to introduce specific elements in line with the company’s procedures/policies. Commencing in April 2017, over 100 site-based Supervisors completed the programme before the end of 2017. Each successful participant was presented with a ‘black hat’ by Sisk to signify their competency to supervise their team members effectively.

Now the programme has been rolled out by a number of other member companies.

“ LEADERSHIP IS FUNDAMENTAL, AND AS A LEADER PEOPLE WILL FOLLOW WHAT YOU DO, WHAT YOU SAY AND WHAT YOU FEEL. ”

THE PROGRAMME

The competency of a Site Supervisor to look after three to 10 workers (ie To give instruction) varies across the industry. The new SSSP is run over two days. It is interactive and focuses on the different elements that Supervisors need to carry out their daily activities. When delivering the programme, a two-way knowledge stream is tantamount to its success. Supervisors can provide an invaluable amount of feedback on ‘the good, the bad and the ugly’, as they are vastly experienced and have been working in the industry for years.

Day one of the course focuses on the tools that a Site Supervisor requires, mostly from a leadership aspect. This covers Supervisor Role & Responsibilities; Legislation; Policy; Risk Assessment; Planning to Work; Putting People to Work; Monitoring; and Management/Leadership.

Day two of the course focuses more on the practicable implementation of safety activities. These include BBS – Open Your Mind to Safety – Phase 1; Work at Height; Plant & Machinery; Live Energies; Excavation/Temporary Works; Plant & People Segregation; Occupational Health; and Emergency Procedures/Response.




Robert Butler

From my experience of delivering the programme, participants reaction has been very positive. We look for continual improvements and as a trainer effectively getting ‘the message’ across is my fundamental value. Discussion at all times is promoted and any perceived complications clarified.

The SSSP is a new and invaluable tool in providing key skills and knowledge to Site Supervisors who are the essential link in supervising people on site, as they are at the coalface where positive changes can be made to safety, quality and overall behaviours making the working environment better for all involved.

Companies who are now rolling out the programme in conjunction with CIF include BAM, Bennett Construction, Coffey Group, Collen Construction, JJ Rhatigan, John Paul Construction, John Sisk & Son, Jones Engineering, Kirby Group, Mercury Engineering and Roadbridge.

To learn more about the CIF Site Safety Supervisor Programme contact Robert Butler on 01 4066071 or email rbutler@cif.ie 



L to r: Minister of State for Higher Education Mary Mitchell O'Connor TD, with Jean Winters, Director, Industrial Relations and Employment Services, CIF and Tom Parlon, Director General, CIF.

CONSTRUCTION INDUSTRY REQUIRES MORE FEMALE WORKERS TO SOLVE IRELAND'S HOUSING AND INFRASTRUCTURE CRISES

CIF launched its #BuildingEquality year-long awareness campaign on International Women's Day.

The CIF celebrated International Women's Day with a Breakfast Briefing at the Clayton Hotel, Ballsbridge, Dublin, where it launched #BuildingEquality – a year-long awareness campaign to increase the number of women working in the Industry. It also published findings from a major Industry survey that indicates among other things that only one in 10 construction workers is female.

A total of 180 Construction leaders from across Ireland gathered at the Clayton Hotel to hear guest speakers highlight the need to attract more women into the Industry.

The CIF established the #BuildingEquality Working Group in late 2017. This group's key priority is to promote equality of opportunity in the Industry and to position Construction as a viable and attractive career option for all groups from an early age.

"Today, is the start of a national



L to r: Nessa Devereux, AIB, Paula Thornton, CPAS, Susan O'Mara, Milestone Advisory and Maeve Walsh, AIB.

effort to bring more women into the Construction Industry," said Jean Winters, Director, Industrial Relations and Employment Services, CIF and Chair of the #BuildingEquality Working Group. "Increasing the proportion of women in Construction can yield significant increases

in terms of output and productivity. Studies have shown that increasing female participation, particularly in leadership roles throughout industry, at managerial and CEO level, can lead companies to improve profitability by up to 15%."

Addressing the audience, Minister of



L to r: Jean Winters, Director, Industrial Relations and Employment Services, CIF; Moninne Griffith, Executive Director, BeLonG To; Catherine Vaughan, Global Compliance Leader, EY; Danielle Dy Bunico, Founder/CEO – VIA Technik and Ian Harkin, Managing Director, Arklu/ Lottie Dolls Co-Founder.

Moninne Griffith addresses the Breakfast Briefing.



L to r: Grainne Egan, John Paul Construction and Sinead Whelan, Flynn Management and Contractors.



L to r: Ursula O'Donnell, Louise Martin, Shauna Cleere and Niamh Barry of Walls Construction.

State for Higher Education, Mary Mitchell O'Connor TD acknowledged the work of CIF to date saying, "The CIF is making tremendous strides in increasing the number of women in the Industry in Ireland." She also said that the "OECD has estimated that achieving gender equality would add 0.6% GDP global growth."

CIF President, Dominic Doherty said that increasing the number of women in Construction is a key objective of the CIF from this point on.

"As part of our #BuildingEquality 2018 campaign we are focused on removing barriers to women building careers in Construction," he said. "I believe that from the youngest age, young girls are dissuaded from even considering working in Construction and Engineering, so by the time these young girls have grown up they have been consciously and unconsciously deterred from our industry. We, as an Industry, need and very much want to address this."

SPEAKERS AT THE EVENT INCLUDED.

- Moninne Griffith, Executive Director, BeLonG To
- Catherine Vaughan, Global Compliance Leader, EY
- Jean Winters, Director, Industrial Relations and Employment Services, CIF
- Ian Harkin, Managing Director, Arklu/ Lottie Dolls co-founder
- Minister of State for Higher Education, Mary Mitchell O'Connor TD
- Danielle Dy Bunico, Founder/CEO, VIA Technik

The #BuildingEquality Working Group would like to thank CPAS, Mercury Engineering, Collen Construction, ByrneWallace, Walls, Hilti, Flynn Management and Contractors, and AIB Finance and Leasing for their support.

As part of the #BuildingEquality Campaign CIF invites women working in the Construction Sector to share their story to help inspire women in the industry and women or girls considering a career in Construction. To learn more visit www.cif.ie/building-equality **C**

COMBINED ACCESS SOLUTIONS & DESIGN FOR MAJOR PROJECTS

Brogan Group's recent roll out of two additional service offerings in Ireland - Crane Decks and Common User Towers - ensures that the access specialists remain unrivalled in the scope of large-scale projects they can consult, design and undertake across the country.

Brogan Crane Decks™

As building space continues to rise in value and demand, pressure is on to build taller buildings with smaller footprints and tighter boundaries. The Brogan Crane Deck™ range helps contractors to overcome these loading and access challenges offering fixed and rolling platforms. The Fixed (standard) platform is a basic deck suited to general applications while the Rolling platform can be withdrawn flush to the face of the building, typically used in situations where simultaneous access is required at several levels from one lifting point. The main feature of the Rolling Platform is the rolling load deck, which can be retracted.

Common User Towers

Brogan Group's Common User Towers are temporary structures used to increase

productivity and efficiency in high-rise construction. The common tower is tied to the high-rise building, ascending jointly with the building as works progress. This enables all hoisting facilities to be arranged around and tied to it, whilst only the common tower itself is tied into the main structure. This reduces the need to leave openings for access into the building.

Hoists

Brogan's hoist business has also had a considerable boost in the uptake of its services in the last few years. The comprehensive range of sizes and capabilities available enables the transportation of materials and personnel to optimum working height. Cages range from 1.5m to 3m wide on single or twin masts, and cages as large as 3m wide and 5m long are available on a twin mast.

Mast Climbers

Brogan's mast climbing services are already firmly established as a popular alternative to scaffolding access, cutting labour costs by up to 30% on comparable projects. Their wide range of options includes platforms mounted on single or twin masts and double stacked platforms that allow for

multiple crews to work simultaneously at the same elevation. Bespoke solutions are also available, such as cantilevered sections that allow for work around building corners and mechanical sliding platforms that enable movement whilst accessing or avoiding obstacles.

Design and Fabrication

What leads so many clients to return to Brogan is that along with their expansive range, they also have the expertise to consult on the best possible design and configuration for even the most challenging of projects. Schemes that combine different modes of access can also be tailored to overcome unique problems using the Group's in-house fabrication and engineering facilities. Examples include the design of all types of temporary structures, including design solutions using RMD and structural steel and the fabrication of additional accessories for mast climbers and hoists where required.

To find out more about Brogan Group's full-range of access solutions please visit www.brogangroup.com, email info@brogangroup.com for enquiries or call (01) 412 4438.

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DEMAND FOR SHORT-TERM RENTALS SUGGESTS SWITCH TO UBER STYLE RESIDENTIAL MODEL

The Grant Thornton Construction Conference 2018 was told that transient young professionals want short term lets that won't anchor them to one place for too long.

Government plans, announced last year, to roll out shared accommodation for young professionals in a bid to reduce the cost of rent in cities was a major focus of discussion at this year's Grant Thornton Construction Conference 2018, which took place at Croke Park on Wednesday 21 March.

Keynote speaker, Richard Barrett, founder and CEO, Bartra Capital, gave an in-depth presentation on the growing demand for shared apartment living amongst young professionals in preference to traditional housing model. He supported this with detailed demographic analysis of how the market is changing.

"People don't want possessions; anchors for their life. Renting short term suits. It's like the 'Uberization' of the world. You take something for as long as you want or need it," Richard Barrett said.

Paul Mitchell, Director, Mitchell McDermott addressed the Government's new regulations around apartment sizes and the impact this will have on the market. Tanya Duncan, Managing Director, Interxion discussed the growing market for data centre development in Ireland, saying that Dublin and the Eastern Region of the country currently have the largest amount of hyperscale data centre space in Europe, and there is no sign of this trend abating.

Stephen Tennant, Partner, Grant Thornton outlined how Forward Funding, used on Grant Thornton's own new office building on City Quay, Dublin will become a finance option of the future and likely to be utilised in more projects in 2018.

Estate Agent, Owen Reilly showed how his company is using AR and VR technology to market apartments in the Docklands area to potential buyers and outlined how modern tech is changing how the estate agents operate.

Tom Parlon, Director General, CIF, who took part on a panel discussion, outlined what conditions and resources need to be put in place if the Construction Industry



Oliver O'Connor,
Head of
Construction,
Grant Thornton.

“RENTING SHORT TERM SUITS. IT'S LIKE THE 'UBERIZATION' OF THE WORLD”

Richard Barrett,
Bartra Capital

is to deliver on the National Development Plan 2018–2027.

Oliver O'Connor, Head of Construction, Grant Thornton was delighted with the attendance at this year's conference.

"Grant Thornton is always looking to the future. The Grant Thornton Construction Conference gives us an opportunity to provide our client companies and contacts with valuable insight into what is coming down the pipeline for the Construction Sector. Delegates at this year's conference would have acquired valuable information on what will be happening in various Construction sub-sectors in the coming years, which we hope will enable them to be part of that market growth. While a number of headwinds remain for the Sector, particularly skilled labour, the overall outlook is very positive at present." **C**

DUBLIN AIRPORT AUTHORITY BRIEFS CIF MEMBERS ON UPCOMING PROJECTS



L to r: Brian Collier, Head of Construction, DAA; John Heffernan, Chief Development Officer, DAA; Martin Lang, Director, Main Contracting, CIF and Tom Parlon, Director General, CIF.

Dublin Airport Authority (DAA) is embarking on an ambitious capital development programme at Dublin Airport. In order to position itself to deliver this programme, DAA is creating a number of framework panels. It has also published a Prior Information Notice (PIN) to inform interested parties of a potential framework panel for airside civil works at Dublin Airport. Further PIN notices will follow regarding other possible framework panels at Dublin Airport.

As part of this process, John Heffernan, DAA Chief Development Officer, and his team briefed CIF members at a breakfast briefing at CIF Head Office on 25th January. The briefing covered how capital expenditure occurs at the airport, upcoming projects at Dublin Airport and the contractor criteria required to qualify for the DAA Framework.

John Heffernan said that DAA is currently spending €150m per annum, which is set to rise to €300m per annum with a busy project pipeline planned for the next 10 years.

“DAA would like to facilitate any additional CIF members who meet the qualification criteria and wish to tender for DAA business,” he said.

Recently completed projects include Pier 2 Segregation, Pier 1 Extension, South Apron Pre-Boarding Zone and the refurbishment of cargo units 3 & 4. Ongoing projects include Runway 10/28 overlay and T2 Transfer Facility.

Brian Collier, DAA Head of Construction, Asset Care & Procurement gave an in-depth outline of how the procurement process works and asked that interested contractors contact the DAA Procurement Team, who would be happy to meet with them. Brian Collier also added that DAA's procurement methods allowed for contractors to tender for work either directly to DAA or as subcontractors through approved contractors engaged on contracts in Dublin Airport or on the DAA Framework.

Martin Lang, CIF Director of Main Contracting, thanked the DAA team for putting together “such a high-quality presentation that set out their plans for the coming years and clarified a number of issues members had with its procurement process.”

DAA operates Dublin and Cork Airports as well as King Khalid International Airport in Saudi Arabia under its commercial wing. Dublin Airport had a record-breaking 29.6 million people pass through it in 2017. **C**



L to r: Martin Lang, Director, Main Contracting, CIF; John Heffernan, Chief Development Officer, DAA; Coleman Horgan, Senior Project Manager, DAA and Tom Parlon, Director General, CIF.

SEAN MCELLIGOTT APPOINTED M&ECA CHAIR



L to r: Tim Ferris, incoming President ECA; Sean Downey, Director, Specialist Contracting, CIF and Michael Kennedy, outgoing President, ECA.



Sean McElligott (Lynskey Engineering), President, M&ECA.

The joint Electrical Contractors Association (ECA) and Mechanical Engineering & Building Services Contractors' Association (MEBSCA) AGM took place on 26th January at CIF Head Office. This was followed by the Mechanical & Electrical Contractors Association (M&ECA) AGM.

At the AGMs, Tim Ferris, O'Shea's Electrical, succeeded Michael Kennedy, Suir Engineering, as President of the ECA, while Colm Burke, Mercury Engineering,

took over as ECA Vice President.

Sean McElligott, Lynskey Engineering, commenced his second year as M&ECA President and succeeded Michael Kennedy as Chair of M&ECA, while Joe Delaney, Tritex Engineering, began his second term as M&ECA Vice President.

Taking over the M&ECA chair Sean McElligott thanked Michael Kennedy for his commitment and work during his term. He also said that he was concerned about a number of challenges facing companies

operating in the Mechanical and Electrical Sector in the coming year.

"Recruitment of skilled professionals is a challenge across the Industry," he said, "but, it is particularly difficult for Mechanical and Electrical Contractors.

"I am also concerned about the impact of the Sectoral Employment Order (SEO) on the Sector. I look forward to working closely with the CIF Executive and M&ECA members to address these and other key issues during my term." **C**

CONTACT ESB ABOUT ITS LOCAL SERVICE CAPACITY BEFORE PLANNING ANY LARGE HOUSING SCHEMES

Reports from members of delays in securing ESB network connections prompted the setting up of two morning briefings by CIF Southern Region and ESB Networks in January and February.

"In 2006, we [ESB] reached a record of 105,130 new ESB connections. But by 2012, the number of new connections had dropped to only 12,800," explained John Morrissey, ESB Area Manager Waterford/Clonmel, at one of the briefings.

"As with many other businesses we reduced our workforce as demand for services decreased. Last year, the number of new connections doubled from 12,000 to 25,000. As a result, ESB has had to respond to meet the new demand. A lot of ESB services are now subcontracted. We are confident of meeting the increased



Michael Coomey, ESB Area Manager, Cork and Fermoy presents to CIF members.

demand in Munster and Wexford and don't foresee any delays in new connections going forward."

The advice from the briefings was for

members to contact ESB in advance of any large housing schemes starting, so developers can find out the current ESB capacity in their areas. **C**



Students attending the Athlone Building Careers event with Paul Keating, Assistant Principal Officer, Department of Education; Lorraine Danaher, Midlands Regional Skills Forum Manager and Dermot Carey, Director, Safety and Training, CIF.

AN EXCITING TIME FOR YOUNG PEOPLE TO ENTER THE CONSTRUCTION INDUSTRY

ROBBIE COUSINS reports from the 'Building Careers and Infrastructure for the Future' schools event in Athlone. Photography, Eric Molloy.

Building Careers and Infrastructure for the Future, a collaborative Careers in Construction event organised by the Midlands Regional Skills Forum, Education Training Boards, Solas and CIF, took place at the Radisson Hotel Athlone on 26th January. The one-day event attracted hundreds of Transition Year students from across Counties Westmeath, Roscommon and Leitrim.

CIF member companies joined educational providers such as the Institute of Technologies, Solas and the Educational Training Boards to showcase many construction career opportunities that are open to students. Among the construction-related activities showcased were Interactive Screen Technology and Building Information Modelling as well as Carpentry, Electrical and Mechanical apprenticeships, with apprentices on hand to outline to students the skills they are learning.

Ciaran King, General Manager, King & Moffat, was delighted with attendance and response to the event.

"As part of my role on the CIF Manpower, Education & Training sub-Committee, I am a member of the Midlands Regional Skills Forum. The Forum organised the event to give students in the Midlands an insight into the exciting career opportunities open to them in the Construction Sector. We were delighted with the numbers that attended and the interest shown by the Transition Year students from nearly 50 midland schools.

Ciaran King says that the type of apprenticeship and professional job opportunities opening up in the Sector are radically changing.

"BIM, AR, and VR are just some of the new tools that are becoming mainstays of the Sector. The construction jobs coming online and skillsets required for these are changing as a result of this. The Industry is evolving and embracing new technologies. So, it is a very exciting time for young people to be starting a career in the Sector.

Ciaran King says the event would not have been possible without the work of the Regional Skills Forum and its partners. "I



L to r: Paul Keating, Department of Education; Lorraine Danaher, Midlands Regional Skills Forum; Dermot Carey, CIF; Ciaran King, King & Moffat and Anne Naughton, Athlone IT.

am particularly grateful to Lorraine Danaher [Manager, Midlands Regional Skills Forum] and Anne Naughton [Project Coordinator, Athlone Institute of Technology] for their work in engaging with schools and colleges to make this happen. As result of its success, we are planning similar events elsewhere in the region later in the year.

The Midlands Regional Skills Forum launched its 'Adopt a School' initiative at the event. Under this programme, construction firms adopt and engage with a school in their local area offering Transition Year students work experience opportunities.

Companies that took part in the Athlone event included Axis Engineering, BAM, Clancy Construction, Collen Construction, Designer Group, JJ Rhatigan, John Sisk & Son, Jones Engineering, Kilcawley Construction, King & Moffat Building Services, Leo Lynch Engineering Contracting, Linesight, Mercury Engineering, Stewart Construction, Suir Engineering, Turner & Townsend and Varming Consulting Engineers. **C**



L to r: John O'Shaughnessy (CIF South East Branch Chairman), Conor O'Connell (CIF Regional Director, Southern Region), Dominic Doheny (CIF President), Stephanie Taheny (Director of Waterford Hospice and Frisby Construction), Ronan O'Brien (Executive, Southern Region, CIF), Tom Parlon (CIF, Director General), Brian Byrne (Managing Director of Cleary Doyle Construction).

WATERFORD'S NORTH QUAY ZONING WILL CREATE UP TO 1,000 JOBS

The CIF South Eastern Branch held its Annual Dinner in the Tower Hotel, Waterford on Friday 9th February.

Attendees at the South Eastern Branch Annual Branch Dinner heard Chairman John O'Shaughnessy, Clancy Construction, outline how output in the Construction Industry had increased last year to €17.1bn – a rise of 18%, with output for 2018 expected to rise to €19bn (a further 14%).

"If this comes to pass, this year the Construction Industry will represent over 8% of GNP, John O'Shaughnessy said. "However, there is still large scope to grow as our growing economy needs Construction delivering 12% of GNP."

He continued by saying, "The zoning of the North Quay in Waterford as a Strategic Development Zone (SDZ) is very welcome news to the region. The potential to create up to 1,000 jobs during construction and 2,400 jobs when completed is significant for the South East Region. There is untapped potential in Waterford that is hindered by a lack of infrastructural investment and we hope and trust that the new National Planning Framework and capital investment plan recognises this potential and invests in Waterford and the South East. Government commitments to the infrastructural projects needed to facilitate the North Docks will be watched closely by the industry and by everyone in the region."

Staff from companies such as Clancy Construction, Cleary Doyle, Tom O'Brien Construction, Mythen Construction, Frisby Homes, Winthrop, Suir Engineering, R McDonald & Sons, BAM Ireland, Bolster Group, JJ Rhatigan & Company, The Grafton Group and Morris DIY attended this year's Dinner.



L to r: John O'Shaughnessy (CIF South East Branch Chairman), Dominic Doheny (CIF President), Stephanie Taheny (Director of Waterford Hospice and Frisby Construction), Tom Parlon (CIF Director General) and Pat Nugent (Waterford City & County Mayor).

They joined dignitaries that included Pat Nugent, Waterford City & County Mayor; Michael Walsh, Chief Executive of Waterford Council; Senator Paudie Coffey; Dominic Doheny, President, CIF; Tom Parlon, Director General, CIF and John O'Shaughnessy.

Stephanie Taheny Director of Waterford Hospice, launched the charity's Buy-A-Brick campaign at the event to promote the development of a five-storey Regional Palliative Care Unit on the grounds of University Hospital Waterford (UHW).


The evening was sponsored by Renault, Roadstone and Xtratherm.

Roadstone offers approved CPD training/briefings on a range of helpful topics and regularly holding these events

throughout the South East Region. These informative technical briefings are an excellent source for CIF members to accrue the required CPD points as part of their CIRI membership requirements.

Xtratherm also offers CPD training. The new Xtratherm Interactive Centre in Meath has been developed to assist construction professionals in achieving best practice insulation standards and show how NZEB standards can be achieved using a variety of construction methods.

Both Roadstone and Xtratherm offer these CPD training free of charge.

For further details contact Ronan O'Brien, Executive, Southern Region, for further information robrien@cif.ie 

INDUSTRY NEWS



L to r: Alan McHugh, Associate Director, Power Transmission and Distribution; Henry McCann, Operations Director; Jimmy Kirby, Group Managing Director; and Aidan J Kerins, Group Business Development Director.

KIRBY EXPANDS EXECUTIVE TEAM

Kirby Group Engineering has made a number of key appointments at executive level in response to the company's growth and success, nationally and internationally.

Aidan J Kerins joins Kirby as the new Group Business Development Director. Henry McCann has been promoted to Operations Director. Alan McHugh has

been promoted to Associate Director – Power Transmission & Distribution.

"These key appointments further strengthen Kirby's leadership capability and support the company's expansion into new geographical regions," said Jimmy Kirby, Group Managing Director about the appointments.

Kirby Group Engineering, who placed

11th in the CIF Top 50 Contractors 2017 with a turnover of €167.3m, provides full mechanical and electrical contracting services as well as specialist high voltage (HV) and medium voltage (MV) Design and Construction services across Ireland, the UK, and Northern Europe. The company was founded in 1964, and currently employs over 700 professionals. **C**

VERIZON CONNECT SERVICE TARGETS NEW LEVEL OF EFFICIENCY IN FLEET MANAGEMENT

Having recently announced an investment in new office space in Sandyford, Dublin, newly rebranded Verizon Connect (formerly Fleetmatics) has just completed the integration of its existing connected vehicle division with two recently acquired fleet and mobile workforce management software companies under a single, combined brand.

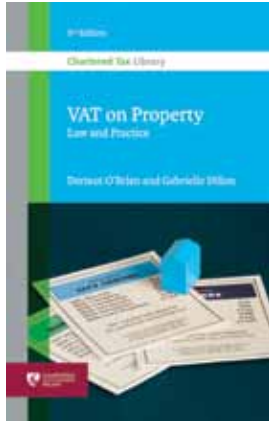
The Dublin-based tech company Fleetmatics, who specialised in vehicle-tracking, was acquired by US telecoms company Verizon for €2.5bn in 2016. Since coming under the Verizon umbrella, it has been able to successfully expand into new markets and enhance its service offering to businesses in all sectors.

The announcement by Verizon Connect of the integration of its separate business units offers customers a one-stop approach to connected vehicle software solutions and services that can help

drive safety, productivity and efficiency.

Verizon Connect provides connectivity and data insights that enable its customers to be more informed about vehicle and worker location, efficiency, safety, productivity and compliance. "The integration of services means that construction companies with large and medium-sized fleets will be in a position to achieve efficiencies in terms of vehicle usage as well as maintaining the highest of safety standards," said Peter Mitchell, company co-founder and Chief Technology Officer of Verizon. "At Verizon Connect, we have a bigger vision than just telling you where your vehicle is. We can optimise your routes or be with you before you get into the vehicle. We can basically ensure that once you're in the vehicle, you're going to the right place. The goal is to minimise time on the road and maximise revenue-generating scenarios." **C**

SECOND EDITION OF VAT ON PROPERTY: LAW AND PRACTICE PUBLISHED



The latest edition of *VAT on Property: Law and Practice (2nd Edition)* is an invaluable guide for anybody engaged in or advising on property transactions. VAT on property is notoriously tricky, and mistakes can prove to be very costly. This book sets out what pitfalls to avoid, and related opportunities that are available for all players in the property scene: developers, investors/landlords, tenants, vendors or

purchasers.

Written by Dermot O'Brien, Principal, Dermot O'Brien & Associates, and Gabrielle Dillon, Director of Dermot O'Brien & Associates, in a reader-friendly style and avoiding overly technical language, the book contains many practical examples. These are often drawn from the authors' experience of complex issues that they encounter in their Irish professional practice.

The contents include Outline

of VAT and Property Provisions; VAT and Property Legislation; The Capital Goods Scheme (CGS); The Supply of Immovable Goods; The Supply of Transitional Property; Lettings of Immovable Goods; The Players and their Positions; and Information from the Revenue Commissioners.

VAT on Property: Law and Practice (2nd Edition) book is published by and available from Chartered Accountants Ireland at www.charteredaccountants.ie **C**



Layher FW System being lifted into place



FW system insitu



Splay Kit

LAYHER INNOVATIONS BRING OPPORTUNITIES TO IRISH CONSTRUCTION MARKET

Layher recently introduced a new FW Truss System on to the Irish market, which the company says is designed to offer wide-span bridging arrangements that are entirely compatible with all components of Layher's Allround System.

"The FW System broadens the range of installation options on site yet comprises just four components – a chord, post, adjustable diagonal brace and safety clip," says John Carolan, Layher Ireland Country Manager. "It also offers bridging options with a span capability of 22 metres – sitting perfectly between our steel Lattice Beam 750, which can achieve a span of up to 12 metres, and our Allround Bridging System, which can accommodate spans in excess of 35 metres."

Support, suspended, cantilevered and temporary roofing structures can also be assembled with the FW System design, making the system ideal for applications that call for rigid facilities,

such as in bridge repairs, and for platform bridges where work is undertaken beneath the structure.

In locations known for high wind, or where specific project requirements dictate, the ability to ensure toe-boards are fully secure in place can also be particularly important and has led directly to a further new Layher development – the Toe-Board Retention Device. Easy to fix, without tools, on both steel and timber toe-board installations, the high-tensile stainless-steel fabrication provides a friction-based fitting that is fully re-useable.

Because scaffolds do not always follow a perfectly straight layout that features only right-angled corners, Layher's design team has focused its attention on installations where curves are a feature – developing the new Layher Splay-Kit as a result.

Layher operates throughout the country via a Layher Ireland depot in Duleek, Co Meath. **C**

WALLS EXPANDS SENIOR MANAGEMENT TEAM



L to r: Cathal Healy, Divisional Director; Kieran Masterson, Divisional Director; Eugene O'Shea, Managing Director; James O'Toole, Divisional Director and Gareth Lloyd, Divisional Director

Walls Construction has announced four senior appointments in its Construction and Quantity Surveying teams with the appointments of Cathal Healy, Construction Divisional Director; Gareth Lloyd, Construction Divisional Director; James O'Toole, Fit Out Divisional Director and Kieran Masterson, Quantity Surveying Divisional Director.

"Kieran, Cathal, Gareth and James have developed their careers with Walls practically from graduation," commented Eugene O'Shea, Managing Director, Walls Construction on the appointments. "Now as the company continues to grow we are delighted to recognise their talents and contribution and I look forward to their continued success with the company." **C**

PAT O'DONNELL & CO DELIVER FIRST VOLVO A60H IN IRELAND TO TOBERMORE

Tobermore has just taken delivery from Pat O'Donnell & Co of a new 55-tonne capacity dumper. The Volvo A60H is the largest ever articulated hauler. Like all The A60H is designed for heavy hauling in severe offroad operations and provides a long service life, quality, reliability and durability. It is ideal for industries such as Quarrying, Civil Engineering, Construction, Mining and Demolition and Scrap.

"We have been selling Volvo machines for 48 years, and our customers repeatedly come back time and time again for the ever-reliable Volvo articulated hauler," says Pat O'Donnell, Managing Director of Pat O'Donnell & Co. "Currently, more than half of the articulated haulers sold globally by all manufacturers today are within the Volvo A40 size class. The Volvo A60H's higher payload – a 40% increase on Volvo's



A40 models – significantly lowers the cost-per-tonne ratio for hauler customers. This is an exciting proposition for our existing customers, and we are delighted that Tobermore, who have been a customer of ours for decades, are the first recipients of

this new machine."

The new size also offers a viable alternative to rigid dump trucks and construction trucks operating on soft, uneven or steep roads, allowing a similar amount of material to be hauled in a shorter cycle time. Using articulated haulers also reduces the level of maintenance required for haul roads on the job site, further improving profitability. Good stability, comfort and high hauling speeds are ensured by the matched drivetrain, automatic-drive combinations (including 100% differential locks), all-terrain bogie, hydro-mechanical steering and active suspension.

The A60H is powered by a 16-litre Volvo engine, delivering 663 horsepower and has a maximum speed of 34.1 mph. Intelligent systems include MATRIS, CareTrack, and an on-board weighing system. **C**

FOR YOUR DIARY

Helping you plan ahead

Monday 9th April 2018, 1:00pm
CORK BRANCH IHBA MEETING

Location: CIF Cork Office,
Little Island, Cork
Contact: Brid Cody, Tel: 021 435 1410,
Email: bcody@cif.ie

Monday, 9th April 2018, 6:00pm
GALWAY BRANCH MEETING

Location: Ardilaun House Hotel, Galway
Contact: Justin Molloy, Tel: 091 502680,
Email: jmolloy@cif.ie

Tuesday, 10th April 2018, 3.00pm - 5.00pm
IHBA REGIONAL HOUSING WORKSHOP

Location: CIF, Head Office,
Construction House, Canal Road, Dublin
Contact: Cathy Gurry, Tel: 01 406 6008,
Email: cgurry@cif.ie

Monday, 16th April 2018, 5:00pm
CORK BRANCH EXECUTIVE

MEETING (followed by Cork Branch AGM)
Location: CIF Cork Office, Little Island, Cork.
Contact: Brid Cody, Tel: 021 435 1410,
Email: bcody@cif.ie

Monday, 16th April 2018, 7:00pm
CORK BRANCH AGM

Location: CIF Cork Office, Little Island, Cork.
Contact: Brid Cody, Tel: 021 435 1410,
Email: bcody@cif.ie

Friday, 20th April 2018, 7:30pm
GALWAY BRANCH GALA BALL

Location: Ardilaun Hotel, Galway
Contact: Brid Cody, Tel: 091 502680, Email: bcody@cif.ie

Tuesday 24th April 2018, 8:00pm
MIDLAND BRANCH MEETING

Location: Hodson Bay Hotel, Athlone
Contact: Justin Molloy, Tel: 091 502680,
Email: jmolloy@cif.ie

Wednesday 25th April 2018, 9:00am - 11:00am

MECHANICAL & ELECTRICAL CONTRACTORS ASSOCIATION (M&ECA) MEETING

Location: Maldron Hotel, Abbeylax Road, Portlaoise
Contact: Orla Brady, Tel: 01 406 6048,
Email: obrady@cif.ie

Tuesday 1st May, 2018, 11:00AM
EXECUTIVE BODY MEETING

Location: CIF Head Office, Construction House, Canal Road, Dublin.
Contact: Gillian Gillian Heffernan 01 406 6016

Tuesday 1st May 2018, 2:30pm - 4:00pm
CONSTRUCTION 4.0 COMMITTEE MEETING

Location: CIF Head Office, Construction House, Canal Road, Dublin
Contact: Orla Brady, Tel: 01 406 6048,
Email: obrady@cif.ie

Wednesday 2nd May 2018, 3:00pm
MBCA EXECUTIVE COUNCIL MEETING

Location: CIF Head Office, Construction House, Canal Road, Dublin
Contact: Denise Tuffy Tel: 01 406 6066,
Email: dtuffy@cif.ie

Tuesday 8th May 2018, 9:30am - 11:00am
ALLIANCE OF SPECIALIST CONTRACTORS ASSOCIATIONS (ASCA) MEETING G

Location: CIF Head Office, Construction House, Canal Road, Dublin
Contact: Gillian Ross, Tel: 01 406 6000,
Email: gillianr@cif.ie

Friday, 11th May 2018, 2.00pm - 5.30pm
IHBA ANNUAL MEMBER LUNCH

Location: The Marker Hotel, Grand Canal Square, Docklands, D 2
Contact: Cathy Gurry, Tel: 01 406 6008,
Email: cgurry@cif.ie

Monday 14th May 2018, 4:00pm
CECA EXECUTIVE COMMITTEE MEETING

Location: CIF Head Office, Construction House, Canal Road, Dublin
Contact: Denise Tuffy, Tel: 01 406 6066,
Email: dtuffy@cif.ie

Tuesday 15th May 2018, 10:00am
IHBA NATIONAL COMMITTEE MEETING

Location: The Midlands Park Hotel, Portlaoise
Contact: Cathy Gurry, Tel: 01 406 6008,
Email: cgurry@cif.ie

Wednesday 16th May 2018, 1:00pm
PROCUREMENT TENDERING & CONTRACTUAL MATTERS COMMITTEE MEETING

Location: CIF Head Office, Construction House, Canal Road, Dublin
Contact: Denise Tuffy, Tel: 01 406 6066,
Email: dtuffy@cif.ie

Tuesday 20th May 2018, 11:00am
IHBA NATIONAL COMMITTEE MEETING

Location: The Midlands Park Hotel, Portlaoise
Contact: Cathy Gurry, Tel: 01 406 6008,
Email: cgurry@cif.ie

Tuesday 22nd May 2018, 4:00pm
MID WEST BRANCH MEETING

Location: Kilmurry Lodge Hotel, Limerick
Contact: Brid Cody, Tel: 021 435 1410,
Email: bcody@cif.ie

Wednesday 23rd May 2018, 7:00pm
SOUTH EAST BRANCH MEETING

Location: Tower Hotel, Waterford
Contact: Ronan O'Brien, Tel: 021 435 1410,
Email: robrien@cif.ie

Thursday, 24th May 2018, 8:00pm
NORTH WEST BRANCH MEETING

Location Sligo Park Hotel, Pearse Rd, Sligo
Contact: Justin Molloy, Tel: 091 502680,
Email: jmolloy@cif.ie

Wednesday 6th June 2018, 8:00pm
DONEGAL BRANCH MEETING

Location: Mount Errigal Hotel, Letterkenny
Contact: Justin Molloy, Tel: 091 502680,
Email: jmolloy@cif.ie

Monday 11th June 2018, 1:00pm
CORK BRANCH IHBA MEETING

Location: CIF Cork Office, Little Island, Cork
Contact: Brid Cody, Tel: 021 435 1410,
Email: bcody@cif.ie

Monday 11th June 2018, 6:00pm
GALWAY BRANCH MEETING

Location: Ardilaun House Hotel, Galway
Contact: Justin Molloy, Tel: 091 502680,
Email: jmolloy@cif.ie

Wednesday 13th June 2018, 9:00am - 11:00am

MECHANICAL & ELECTRICAL CONTRACTORS ASSOCIATION (M&ECA) MEETING

Location: Maldron Hotel, Abbeylax Road, Portlaoise
Contact: Orla Brady, Tel: 01 406 6048,
Email: obrady@cif.ie

Monday 18th June 2018, 1:00pm
CORK BRANCH EXECUTIVE MEETING

Location: CIF Cork Office, Little Island, Cork
Contact: Brid Cody, Tel: 021 435 1410,
Email: bcody@cif.ie

Tuesday 19th June 2018, 2:30pm - 4:00pm
CONSTRUCTION 4.0 COMMITTEE MEETING

Location: CIF Head Office, Construction House, Canal Road, Dublin
Contact: Orla Brady, Tel: 01 406 6048,
Email: obrady@cif.ie

Monday 25th June 2018, 4:00pm
CECA EXECUTIVE COMMITTEE MEETING (FOLLOWED BY CECA AGM)

Location: CIF Head Office, Construction House, Canal Road, Dublin
Contact: Denise Tuffy, Tel: 01 406 6066,
Email: dtuffy@cif.ie

CIF TRAINING & DEVELOPMENT

CIF training and education programmes for April 2018

Course Title/Venue	Course	Start Date	End Date	Course times
CIF Site Supervisor Safety Programme Tullamore Court Hotel Tullamore, Co Offaly	SSSP 3235	9th April Two Days Monday	10th April Tuesday	09.00am - 17.00pm
PWC Short Form Maldron Hotel Oranmore, Galway	PWC 3387	9th April Half day Monday	9th April Monday	9.00am - 12.00pm
CIF IOSH Managing Safety in Construction CIF Construction House Canal Road, Dublin 6	MSIC 3237	11th April 5 Days Wednesday	9th May Wednesday	09.30am - 16.30pm
Appointed Persons Course CIF Construction House Canal Road, Dublin 6	AP 3240	12th April 3 Days Thursday	26th April Thursday	09.00am - 17.00pm
CIF QQI Level 5 Safety Representative CIF Construction House Canal Road, Dublin 6	SR 3350	13th April 4 Days Tuesday	4th May Tuesday	9.00am - 17.00pm
CIF QQI Project Supervisor Construction Stage, Maldron Hotel Oranmore, Galway	PSCS 3239	13th April 3 Days Friday	27th April Friday	09.00am - 17.00pm
Claims Management CIF Construction House Canal Road, Dublin 6	CM 3386	16th April Half day Monday	16th April Monday	9.00am - 12.00pm
Construction Contracts Act CIF Construction House Canal Road, Dublin 6	CCA 3383	16th April Half day Monday	16th April Monday	9.00am - 13.00pm
Prequalification Maldron Hotel Oranmore, Galway	PQQ 3387	19th April Half day Thursday	19th April Thursday	9.00am - 12.00pm
Private Sector Contracts Maldron Hotel Oranmore, Galway	PSC 3388	19th April Half day Thursday	19th April Thursday	14.00pm - 17.00pm
CIF Management & Inspection of Scaffolds CIF Construction House Little Island, Cork	SI 3243	20th April 1 Day Friday	20th April Friday	09.00am - 17.00pm
CIF Core Safety Management Programme Renewal/CPD CIF Construction House Canal Road, Dublin 6	CSMP 3245	20th April Half day Friday	20th April Friday	9.00am - 13.00pm
CIF Site Supervisor Safety Programme CIF Construction House Canal Road, Dublin 6	SSSP 3236	23rd April 2 Days Monday	24th April Tuesday	09.00am - 17.00pm
PWC Short Form CIF Construction House Canal Road, Dublin 6	PWC 3388	23rd April Half day Monday	23rd April Monday	9.00am - 12.00pm
Construction Contracts Act Maldron Hotel Oranmore, Galway	CCA 3384	23rd April Half day Monday	23th April Monday	9.00am - 13.00pm
Temporary Work: One Day Programme CIF Construction House Canal Road, Dublin 6	TW 3242	25th April 1 Day Wednesday	25th April Wednesday	09.00am - 17.00pm
CIF IOSH Project Supervisor Design Process CIF Construction House Canal Road, Dublin 6	PSDP 3241	26th April 2 Days Monday	27th April Tuesday	9.00am - 5.00pm

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