



Appointments to the Board of the Grangegorman Development Agency

Closing Date: 15:00 on Thursday 28th November 2019

**State Boards Division
Public Appointments Service
Chapter House, 26 – 30 Abbey Street Upper, Dublin 1**

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stateboards.ie operates under the auspices of the Public Appointments Service and is committed to a policy of equal opportunity.

The Public Appointments Service (PAS), established under statute in 2004, provides an independent shared service in recruitment, assessment and selection to organisations across the Civil and Public Services. On 30 September 2014, the Government decided that the PAS should also be given responsibility for putting in place an open, accessible, rigorous and transparent system to support Ministers in making appointments to State Boards. Our dedicated website, www.stateboards.ie, is the channel through which the PAS advertises vacancies on State Boards. It is also the means through which accomplished, experienced and qualified people, including people who might not previously have been identified as available for appointment, can then apply to be considered for particular vacancies.

Membership of State Boards

High standards of corporate governance in all State Agencies, whether in the commercial or non-commercial sphere, are critical to ensuring a positive contribution to the State's overall social and economic development.

Members of State Boards are appointed to act on behalf of the citizen to oversee the running of the affairs of state bodies. State bodies must serve the interests of the taxpayer, pursue value for money in their endeavours (including managing risk appropriately), and act transparently as public entities. Members of State Boards, and the relevant management team, are accountable for the proper management of the organisation.

Board members should act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the State body, subject to the objectives set by Government. In that regard and in accordance with 13.2 of the Guidelines on Appointments to State Boards, "it is advisable that no member of a State Board should serve more than two full terms of appointment or should hold appointments to more than two State Boards."

The [Code of Practice for the Governance of State Bodies 2016](#) (the Code) provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State bodies.

In order to be an effective contributor on a State Board it is recommended that members should:

- bring independent and objective scrutiny to the oversight of the organisation;
- be prepared to be challenging when necessary while being supportive to the delivery of organisational strategy and objectives;
- be equipped to offer considered advice on the basis of sound judgement and experience;
- be prepared to make a time commitment to their work commensurate with their role.

Appointment to the Board of the Grangegorman Development Agency

Board Meeting Location:	Dublin
Number of Vacancies:	2 (including 1 Chairperson and 1 ordinary Board member)
Remuneration:	Chairperson €8,978 and Member €5,985. (It should be noted that in line with the 'One Person One Salary' principle, no public servant will be entitled to receive remuneration in the form of board fees, save for situations that are statutorily provided for e.g. Worker Directors). Travel and subsistence is payable at appropriate Civil Service rates.
Time Requirements:	11 half day meetings per annum. In addition to attendance at Board meetings, the role involves membership on sub-committees which meet on the same day. The sub-committees are Audit & Risk, Health and Safety, Strategy & Property, Remuneration and Workforce Planning.

The Candidate's attention is also drawn to the provisions of the Code in relation to Audit and Risk Committee membership which can be found [here](#).

1. Background

The Grangegorman development is being progressed on a 73 acre site in Dublin 7 and is a key deliverable under Project Ireland 2040. It represents the single largest education sector project underway in the State and is also a key driver of social and urban renewal in Dublin's north inner city.

The objective is to transform the site of the former St Brendan's Hospital into a purpose-built city-centre campus for TU Dublin, as well as a hub for primary and residential healthcare facilities, public amenities and spaces. The development is designed to strongly interlink with neighbouring areas, creating new connections into and across the wider city.

The Grangegorman Development Agency (GDA) was established pursuant to the Grangegorman Development Agency Act 2005 to facilitate the development of the 73 acre site as a modern campus for Technology University Dublin (TU Dublin), to provide the HSE with upgraded primary health and social care facilities, and to provide community access/facilities. The Act can be viewed [here](#)

The Grangegorman development consists of a number of interrelated projects across the education, health and community sectors as follows:

- TU Dublin: Consolidation of TU Dublin's city centre activities which will ultimately bring some 22,000 students and 2,000 staff together at a single location. Programme 1, which included site-wide infrastructure and adaptive reuse of existing buildings, has been completed. Programme 2, the East and Central Quads, is under construction and scheduled for completion in 2020. Programme 3 is now in advanced planning and will be the main delivery focus of the Agency over the coming years. Programme 3 includes, inter alia, the development of a West Quad to accommodate the School of Business and Academic Hub/Library to serve the full campus.

- HSE: The relocation of residents and staff of St. Brendan's hospital from antiquated accommodation into a purpose built 54 bed facility on the site was achieved in March 2013. The next phase of build for the HSE will be the Grangegorman Residential Care Neighbourhood. This Project will result in the provision of a new Residential Healthcare Facility for older people with high dependency needs and a Day Care Centre offering services to older residents from the local area. A significant Mixed Use/Science & Technology development is also envisaged to be delivered on the HSE lands.
- Community: Providing a major public recreational and amenity resource for the north inner city including health facilities, primary school, playgrounds and park, and access to sports facilities. Connecting the Grangegorman site into the fabric of the wider city is fundamental to its success. The first playground opened in September 2015.

2. Functions of the GDA

The GDA is an aegis body of the Department of Education and Skills. Its overall function is to project manage the Grangegorman development in an integrated and sustainable manner. This has included the development of a Strategic Plan, which sets out the concept for the project along with a funding and delivery plan for the development of the Grangegorman site. The Strategic Plan can be viewed [here](#)

In discharging its functions, the GDA works closely with a range of stakeholders, including TU Dublin, the HSE, the Department of Education and Skills, the local community and Dublin City Council. Key stakeholder groups also have representation on the GDA Board (see next section).

The GDA currently has a staff complement of 23, including construction professionals (architects, engineers and quantity surveyors), with plans to expand capacity in the near term.

There is currently significant activity on the Grangegorman site, with over 52,000sqm of academic space under construction for TU Dublin. The East and Central Quads, which will facilitate the move of some 10,000 students to Grangegorman next September, are being delivered under a Public Private Partnership (PPP) arrangement and are scheduled for delivery in mid-2020. The key areas of focus for the GDA over the coming years will include the following:

- Work with TU Dublin and the National Development Finance Agency (NDFA) to oversee successful completion of the East and Central Quads next year and the move of 10,000 students and 600 staff to the Grangegorman campus in September 2020
- Manage delivery of complementary infrastructure, include the repurposing of the historic Lower House.
- Progress design, planning and delivery of Programme 3 of the TU Dublin development, including the West Quad (scheduled for delivery in Q1 2022) and Academic Hub/Library (scheduled for delivery in Q2 2022). This will facilitate the move of an additional 5,000 students to Grangegorman.
- Work to identify solutions for the procurement and delivery of on-campus student accommodation
- Advance planning in relation to Programme 4 of the Grangegorman development
- Manage delivery of primary school on the site
- Manage planning and delivery of a new Residential Care Neighbourhood, which will contain a ninety five bed community nursing unit, a specialist unit for older people

with mental health issues, an on-street pharmacy and other ancillary services (scheduled for occupation in phases in 2022).

- Advance planning with HSE for a mixed-use development

Composition of the Board

The GDA Act provides for the establishment of a 15 member Board and sets out the composition of the Board to ensure that stakeholder interests are represented. The Board composition is as follows:

- Agency CEO
- Two persons nominated by the Minister for Health and Children
- Two persons nominated by TU Dublin
- One person nominated by Dublin City Manager
- One resident of the Grangegorman neighbourhood, elected in accordance with Schedule 4 of the Act
- One elected public representative, being a member of Dublin City Council
- Seven members nominated by Minister for Education and Skills, with the Minister also designating one Board member as Chairperson

As provided for in the GDA Act, Board members are appointed by the Minister for Education, with the consent of the Minister for Finance, and Board terms are set at a maximum of three years with the possibility of reappointment.

The current Board membership is as follows:

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Ciaran McCaffrey	30/11/2018		08/09/2021	Board Member	PAS Process
Elva Duffy	15/01/2013	30/11/2018	08/09/2020	Board Member	Appointed by Minister for the Education and Skills
Ger Casey CEO	13/07/2016	09/09/2018	08/09/2021	Board Member	Appointed by the agency in an ex officio role as CEO of the GDA
Jack MacGowan	30/11/2018		08/09/2021	Board Member	PAS Process
Janice Boylan (Cllr.)	16/09/2014	09/11/2018	08/09/2021	Board Member	Nominee of Dublin City Council
Jim Curran	15/01/2013	09/11/2018	08/09/2021	Board Member	Nominee of the Minister for Health

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Mellany McLoone	23/05/2019		08/09/2021	Board Member	Nominee of the Minister for Health
Louise Keegan	09/11/2018		08/09/2021	Board Member	Resident of Grangegorman neighbourhood
Noel O'Connor (Dr.)	15/01/2013	09/11/2018	08/09/2021	Board Member	Nominee of the President of TU Dublin
Paul Clegg	09/11/2018		08/09/2021	Board Member	Nominee of Dublin City Manager
Penelope Kenny	11/09/2015	30/11/2018	08/09/2021	Board Member	PAS process
Terri Scott	30/11/2018		08/09/2021	Board Member	PAS Process

Further information on the Grangegorman Development Agency can be found at www.ggda.ie.

3. Chairperson - Person Specification

The Minister for Education and Skills seeks applications from suitably qualified candidates for appointment as Chairperson of the Board of Grangegorman Development Agency.

The Candidate's attention is drawn to the general details of the role of Chairperson as set out in Section 2 of the Code which can be found [here](#). The Code states:

- The Chairperson is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role.
- The Chairperson should display high standards of integrity and probity and set expectations regarding culture, values, and behaviours for the State body and for the tone of discussions at Board level.

A nominated Chairperson is required to meet with the Oireachtas Committee on Education and Skills before an appointment can be confirmed

Chairperson - Essential Criteria:

Candidates must demonstrate evidence of experience of leadership in a complex environment with multiple stakeholders at a time of significant challenge. Candidates must also demonstrate evidence of:

- Experience at an appropriately senior level in the public, private, voluntary or charity sectors
- A demonstrable understanding of corporate governance and risk management
- Experience relevant to the functions of the GDA board

- Previous board level experience

Chairperson - Desirable:

A candidate's career history would ideally demonstrate evidence of knowledge and experience of several of the following:

- Leadership in a multi-disciplinary environment
- Chairing senior level meetings and resolving conflicting recommendations
- Analytical and decision making skills
- Planning and delivery of capital projects or programmes
- Budgetary planning and oversight
- Ability to work with multiple stakeholders and build consensus
- Excellent communication and negotiation skills
- Strong understanding of the workings of the public sector

4. Ordinary Member - Person Specification

The Minister for Education and Skills invites expressions of interest from suitably qualified applicants who consider they possess the skills and experience necessary to join the Board of GDA.

Candidate's attention is drawn to the provisions of the Code in relation to the role of a Board member, where the principle states: -

- Each State body should be headed by an effective Board which is collectively responsible for the long-term sustainability of the body.
- Non-executive Board members should bring an independent judgement to bear on issues of strategy, performance resources, key appointments and standard of conduct.

Details on the role of Board Members can be found in Section 3 of the Code which can be viewed [here](#).

Ordinary Member - Essential Criteria:

Candidates must demonstrate in their application, evidence of significant experience at an appropriately senior level, in at least one of the following areas:

- Capital appraisal and strategic capital planning, with an understanding of the public spending code and public sector procurement
- Senior-level experience of managing large scale capital projects to completion and assessing the associated risks
- An understanding of current policies and objectives relating to the built environment in the context of Project Ireland 2040 and the Government's Climate Action Plan

Ordinary Member – Desirable:

Skills and experience in one or more of the following areas are also desirable:

- Strategy Development
- Experience and expertise in any of the following:
 - Project Delivery
 - Legal
 - Public Procurement
 - Risk Management
 - Built Environment

- Technical competencies at an appropriately senior level in one or more of the following fields:
 - Project Management
 - Engineering
 - Construction
 - Architecture
 - Urban Regeneration
 - Sustainability/Energy

In order to qualify for appointment a person must not have any legal impediment or conflicts of interest likely to interfere with his/her ability to assume the role of a member of the Board. Please give careful consideration to the possibility of any potential conflict of interest that may exist and address this in your cover letter. The Assessment Panel may decide, based on the perceived level of conflict, not to forward your name for consideration.

5. Term of Appointment

Under the Act, appointments to the Board will be for a period of three years with an option to extend the term of engagement for a second term of two or three years, subject to a recommendation by the Board Chair to the Minister. The following terms should also be noted:

- The membership of any member of the Board may be terminated by the Minister for Education at any time, on the basis of reasons to be stated by the Minister.

- A member of the Board may resign his or her membership of the Board by notice in writing sent or given to the Minister, and the resignation shall take effect on the day on which the Minister receives the notice.

Members of the Board shall, subject to the provisions of this Schedule, hold office upon such terms and conditions as the Minister may, with the consent of the Minister for Finance and Public Expenditure and Reform, from time to time determine.

- A Board member shall cease to be a member of the Board if he or she is nominated as a member of Seanad Éireann, is elected as a member of either House of the Oireachtas or as a representative in the European Parliament, elected to the European Parliament, or becomes a member of a local authority.

- In accordance with the 2016 Code of Practice for the Governance of State Bodies, no member of a State Board should hold appointments to more than two State Boards at the same time.

- Section 17 (15) of the GDA Act specifies that, in appointing persons to be members of the Board, the Minister shall insofar as is practicable and having regard to

relevant experience, ensure that at least 40 per cent of the members appointed to the Agency are men and at least 40 per cent of the members appointed to the Agency are women.

6. Submitting your Application

Before submitting your expression of interest, please review the self-assessment questionnaire which can be found [here](#). This questionnaire is designed to help you in considering whether to submit an expression of interest - you are not required to submit the questionnaire as part of the application process.

Having considered the general suitability criteria for membership of a State Board, you should consider carefully how your background and experience fits with the specific appointment criteria set out in the Person Specification section in this booklet.

Your submission should be made via the following link www.stateboards.ie together with your **Curriculum Vitae** and a **cover letter** (see Appendix 1 of this booklet for help with the online process).

IMPORTANT NOTE

Please take care when submitting your expression of interest. As the Assessment Panel will generally make its recommendation(s) based on consideration of the documentation which you submit, it is most important that you do the following:

1. *Ensure your Cover Letter (and supporting CV) clearly specifies how your particular background and experience meets the requirements of the Authority position(s) specified in this booklet, and*
2. *That you fully answer any supplementary questions which are presented to you as part of our online application process.*

This will help ensure that the Assessment Panel is as informed as possible as to the basis for your candidature and why you believe you are a person who could potentially be appointed to this State Board. **Please only include information that is directly relevant to the particular role for which you are applying.**

If you have any questions regarding the application process please email info@stateboards.ie.

7. Assessment Process

An Assessment Panel (the "Panel") will be convened by PAS to consider and assess the applications received by PAS. The Panel will:

- review and discuss the expressions of interest received against the specific appointment criteria for the role, as advertised in this Information Booklet;
- assess potential candidates further once they meet the specified appointment criteria by undertaking any or all of the following steps:
 - Consideration of the written applications; and/or
 - Meeting/conference call; and/or
 - Referee checks; and/or
 - Any other selection or verification method deemed appropriate (this may include PAS requiring statutory declarations from shortlisted applicants as to

the bona fides of the qualifications and experience contained in their applications).

- arrive at a shortlist of the most suitably qualified candidates (based on the information provided by the candidate) to be sent forward for consideration by the Minister.

Please note that the Public Appointments Service will not be responsible for any expenses incurred by candidates as part of our selection process.

8. Confidentiality

Subject to the provisions of the Freedom of Information Acts, 2014, applications will be treated in strict confidence. All enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

9. Data Protection

The Data Protection Act 2018 provides that the processing of personal data shall be lawful where such processing is necessary for the performance of a statutory function of a controller. PAS is mandated by statute under the Public Service Management (Recruitment and Appointments) Act, 2004 to act as the centralised assessment and selection body for the civil service and to carry out all the procedures necessary to undertake the recruitment, assessment and selection of suitable candidates for appointment. By submitting your personal data (including your name, address, contact details and details of your education and work history contained in your curriculum vitae and cover letter) via publicjobs.ie, you acknowledge that such data may be used by the Public Appointments Service and disclosed to and used by client departments, in connection with its statutory roles to assist and advise relevant Ministers in relation to appointments to the boards of State bodies. The information contained in your publicjobs profile is yours to manage, amend, update or delete as appropriate. For more detailed information on our Data Protection Policy, please see our [Code of Practice for the Protection of Personal Data in the Public Appointments Service](#).

If your application is assessed and you are considered to be suitable for appointment your c.v. and cover letter (and any additional supplementary information requested as part of the application process), will be forwarded to the State Board Liaison Officer in the relevant Department. Once it obtains your personal data, the Department will act as data controller of such data and will retain it for up to one year following the appointment/s. Unless you request the withdrawal of your application such data may be used in considering your suitability for other similar vacancies/roles that arise for a period of up to one year for this Board.

APPENDIX 1

Submitting your application:

In order to submit your application, you should take the following steps:

1. Go to www.stateboards.ie.
2. On the bar at the top of the page click on "Available Appointments".
3. This brings you to a page with all our advertised vacancies. Select whichever position you would like to apply for (you are welcome to apply for more than one position if you wish).
4. On the relevant page please click on the "apply for position" button at the bottom of the page
5. This will bring you to a page on www.publicjobs.ie and, if you already have a publicjobs.ie account, will prompt you for your username and password. If you do not have an account, you will be asked to create one.
6. Once you input your details you will be brought to a page where there is a prompt in the middle of the page which says "apply here". Click on the link to the online application form beside it.
7. A form will appear on your screen, some of the text boxes will be populated with information from your publicjobs.ie profile (Name, address etc.). You will need to complete the rest of the fields and enter your name and the date at the bottom of the form.
8. If there is a supplementary question, ensure that your response complies with the word limit and that it does not contain any special characters (i.e. %, & etc.) or you may receive an error message and will be unable to submit your application.
9. Click on "continue".
10. You will then be brought to a screen where you should upload your CV and Cover Letter. These are required documents and your application cannot be processed without them. Once you have selected these and uploaded them, please click on the "submit" button at the bottom of the page.
11. You will receive an e-mail confirmation (to the address listed in your publicjobs.ie profile) to confirm that your application has been submitted.

You must confirm that you do not have any conflicts of interest or legal impediment which would be likely to interfere with your ability to play a full part on the Board. You must also confirm that you can make yourself available to attend meetings and to carry out the duties of a Board member.