



**Appointment as Chairperson to the Board of Dublin Port Company**

**Closing Date: 15:00 on Friday 3<sup>rd</sup> January 2019**

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Public Appointments Service  
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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](http://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 as Chairperson to the Board of Dublin Port Company

<b>Location:</b>	Dublin
<b>Number of Vacancies:</b>	1 Chairperson
<b>Remuneration:</b>	€21,600. (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 expensive are also payable at the appropriate Civil Service rates.
<b>Time Requirements:</b>	There are approx. 12 half day meetings per annum. There are 2 additional sub committees which directors may serve on. The Audit & Risk Committee meets approx. 4 times per annum and the Remuneration Committee meets approx. twice per annum. Approx. 16 – 20 days per annum would be required.

### 1. Background

National Ports Policy categorises Dublin Port Company (DPC) as a Port of National Significance (Tier 1) and the continued commercial development of the company is a key strategic objective of Government. The Company is also recognised as a 'core' port within the new TEN-T (Trans European Network-Transport) Regulation at a European Union level.

As with all other State owned commercial ports, the company must operate without any State financial support and derives all its income from commercial operations. Additionally, all capital expenditure projects must be funded without recourse to the Exchequer. The Company is profitable (€41.5m profit after tax in 2018) and returns a financial dividend to the State in line with National Ports Policy, total dividend payments of €113.3m over the last 12 years.

The Company is the State's largest commercial port with a total market share of approximately 47.8% in 2018. It handles all five major traffic sectors – LoLo, RoRo, Liquid Bulk, Break Bulk and Dry Bulk. In the containerised trades (LoLo and RoRo) its strength in the Irish market is even more pronounced as it handles 73.25% of all LoLo traffic and 89.4% of all RoRo traffic (CSO 2018 figures). In 2018, total volumes through the port grew to 37.99m gross tonnes, an increase of 4.3% on the previous year. Compound growth over the last six years has been 35.7% and total throughput volumes are now 7.1 million tonnes (22.8%) higher than they were in 2007 before the economic downturn. The Company has 163 employees.

The Company operates a landlord model within its estate with three competing LoLo terminals operating on lease or licence from the port company. Service provision within the port is also private sector driven with minimal direct port company operational involvement except in the area of pilotage, which is a statutory obligation, and towage, which the Company provides itself but which is open to other entrants.

In compliance with its Masterplan 2012-2040 and its corporate plan, Dublin port is seeking to facilitate trade by planning for and providing extra capacity originally planned to cater for up to 60m gross tonnes of cargo by 2040.

In July 2015 An Bord Pleanála granted planning permission to the Company in respect of the first major phase of its Masterplan – the Alexandra Basin redevelopment project. The redevelopment comprises significant landside restructuring to quays and berths etc. to facilitate larger vessels and also enhance the port's current cruise vessel experience. The works also involve significant elements of capital dredging alongside the newly reconstructed berths as well as to the navigable channel approach to the port which will see the port's navigable channel deepened from its current -7.8m draught to -10m draught.

Dublin Port considers that implementation of this project will result in the most significant redevelopment of the ports infrastructure in over a century, providing additional cargo handling capacity and future proofing the port in terms of being able to facilitate larger sized vessels into the future (in terms of both length and draft). The Company has received grant approval towards the project under the EU Connecting Europe Facility Scheme. In December 2015 the company signed a Finance Contract with the European Investment Bank in respect of a €100m project finance facility over 20 years.

In 2018 Dublin Port reviewed its Masterplan, updating the long term development plan for the port first published in 2012. The context of the review has been the economic resurgence (six years of consistent growth in cargo volumes) and the evolution of national policy with the publication of Project Ireland 2040 National Planning Framework. The review has set out 4 key changes to the Port's Development plans including the following:

- The Port will now be developed based on an average annual growth rate of 3.3% from 2010 to 2040 rather than the 2.5% originally proposed in 2012.
- The capacity of the port will be increased to cater for growth to an ultimate capacity of 77m gross tonnes by 2040 rather than the 60m gross tonnes as originally proposed in 2012.

Masterplan development works at Dublin Port are already advanced, with construction of the Alexandra Basin Redevelopment Project well under way. Between now and 2040 other major development projects are envisaged on both the North side of the Port and on the Poolbeg Peninsula to complete the development vision of Masterplan 2040.

Dublin Port has brought the second major Masterplan project (the MP2 Project) forward for planning. The MP2 project will provide much needed additional capacity on the North side of the Port for Ro-Ro and Lo-Lo services to both the UK and Continental European markets.

## **2. Functions of the Board**

The Board and Chairperson of DPC are appointed by the Minister for Transport, Tourism & Sport with the consent of the Minister for Public Expenditure and Reform. The Board consists of up to eight members in total including the Chairperson and CEO, and has two sub-committees (an Audit and Risk Committee and a Remuneration Committee).

The Board is responsible for the following:-

- To act as custodians for, and to maximise the value of, DPC assets.
- The preparation and adoption of a strategic plan.
- Oversight of the company's operations.
- Oversight of the company's risk management and system of internal control.
- Ensuring that the company complies with corporate governance procedures.
- Oversee the appointment of the Chief Executive Officer, Company Secretary and other posts such as solicitors and auditors.
- Oversight of the remuneration of the Chief Executive Officer.

- Review and oversight of the procurement of goods and services and contracts.
- Review and approve the acquisition and disposal of assets.
- Oversight of the financial practices within the company including the approval of the annual budget, changes to accounting policies and practices.
- To act in the best interests of DPC and its stakeholders at all times.

Further information can be found here <https://www.dublinport.ie/>.

Current composition of the Board: -

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Eamonn O'Reilly	16/08/2010			Board Member	Ex officio
Geoffrey Darling	17/07/2014	30/05/2018	16/07/2021	Board Member	PAS Process
Helen Collins	16/01/2018		15/01/2021	Board Member	PAS
Keith Nolan	26/09/2017		25/09/2022	Board Member	Employee Representative
Lesley Williams	29/01/2019		28/01/2022	Board Member	PAS Process
Lucy McCaffrey	23/12/2009	24/12/2014	23/12/2019	Chair	
Michael Brophy	29/01/2019		28/01/2022	Board Member	PAS Process
Michael Hand	21/02/2018		20/02/2021	Board Member	PAS

### 3. Person Specification

The Minister for Transport, Tourism and Sport invites applications from suitably qualified members of the public to serve as Chairperson of Dublin Port Company.

Candidate's attention is drawn to the general details of the role of Chairperson as set out in Section 2 Pages 18/19 of the Code which can be found at: [Guide](#). The Principle 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.

The appointed candidate will:-

- Possess the leadership experience required to ensure that the Board guides, challenges and supports the CEO and Dublin Port management whilst also holding them to account;
- Play a central role in the direction, leadership and corporate governance at Dublin Port;
- Develop a positive relationship with the CEO to facilitate the conduct of good governance;
- Maintain and grow constructive relationships with stakeholders.

Expressions of interest are now invited from applicants who consider they possess the skills and experience necessary to chair the Board. Specifically, candidates must demonstrate in their application, evidence of:-

- A successful career history at an appropriately senior level in a large complex organisation/company, ideally in a commercial business sector of relevance to Dublin Port;
- Significant strategic leadership experience with a proven track record of organisational management and improvement;
- In the context of the expectations of the State acting in its role as shareholder, ability to ensure the Board guides, challenges and supports the CEO and executive team to deliver and sustain performance whilst holding them to account in doing so;
- Excellent communication skills and the ability to develop and maintain relationships with all relevant stakeholders.

### ***Desirable***

- The ability to work effectively and cohesively with others in leading a team;
- Proven ability to critically analyse information and constructively challenge (in particular large capital expenditure proposals);
- A demonstrable understanding of good governance practices;
- Knowledge of the maritime sector.

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 Chairperson 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.

### **Please Note:**

Separate to the PAS process outlined below, applicants whose names are forwarded for consideration will be called for interview in the Department of Transport, Tourism and Sport, and will be asked to demonstrate, from their experience:

- that they are open minded strategic thinkers, able to bring their own experience to bear on issues under discussion;
- a commitment to an evidence-based approach, and the capacity to appreciate the implications of complex and multi-faceted evidence;
- the ability to make important and difficult objective decisions;
- the ability to challenge constructively the opinions of others, work to achieve a shared consensus and accept collective responsibility;

- excellent communication skills and an ability to express themselves clearly and succinctly.

#### 4. Term of Appointment

Appointments to the Board will be for an initial period of 4 years with an option to extend the term of engagement for a second term of up to 5 years, subject to:

- The membership of any member of the Board may be terminated by the Minister 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 Public Expenditure and Reform, from time to time determine.
- The roles and responsibilities of Board Members are described in the Revised [Code of Practice for the Governance of State Bodies](#).
- 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.

#### 5. 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](http://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](mailto:info@stateboards.ie).

### 5. 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.

### 6. 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.

## **7. 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](http://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](http://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. Click on "continue".
8. 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.
9. 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.