

Appointment as Chairperson to the National Paediatric Hospital Development Board

Closing Date: 15:00 on Friday 14th May 2021

**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. PAS also has responsibility for providing 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 as Chairperson to the National Paediatric Hospital Development Board

- Location:** Block A, Herberton, St James's Walk, Rialto, Dublin 8
- Number of Vacancies:** 1
- Remuneration:** €20,520. 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:** Twelve scheduled Board meetings per annum plus three/four ad hoc convened Board meetings per annum (allowing 1 day for each meeting and preparatory work etc). Additional time will be required for:
- preparatory work and sub-committee attendance
 - Finance, Audit and Risk Sub-Committee meets once per Quarter and
 - Other sub-committees meet monthly
 - Liaison with members of the Executive
 - Liaison with advisers to the Board, including Auditors, Legal advisers.

Total time commitment is estimated at 28-35 days per annum.

Candidates' 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 New Children's Hospital Project

The National Paediatric Hospital Project ("NPH Project") is the most significant capital investment programme ever undertaken in Ireland's healthcare system. The NPH Project is an Irish Government priority project to bring together the services currently provided at three children's hospitals into a modern, custom-designed, digital hospital building to deliver the best care and treatments for Ireland's sickest children. As well as playing a central role in the provision of excellent paediatric healthcare services, it will be the primary centre for paediatric education, training, and research in Ireland.

The Project Vision is: 'To deliver one of the finest Children's Hospitals in the world'.

The project comprises the New Children's Hospital ("NCH") at St. James's Hospital, Dublin, as well as Outpatient and Urgent Care Centres located at Connolly Hospital, Blanchardstown and Tallaght University Hospital. The NPH Project forms part of a wider integrated programme of change designed to improve the future care of children and young people in Ireland. The NPH Project, when completed, will provide: 473 in-patient beds; 22 operating theatres and procedure rooms; and 122 outpatient consulting and examination rooms.

It will be a child-centred and world-class facility that will support innovation and excellence in paediatric healthcare and create an environment that is supportive of children, young people, their families and hospitals staff.

The NCH is now in the major construction phase and the core focus of the NPHDB in this phase of the Project will be on building and equipping the new hospital. The satellite campus at Connolly Hospital, Blanchardstown, is complete and operational, whilst the satellite campus at Tallaght University Hospital is expected to be completed in September of this year.

The main building of the NCH at St James's campus is taking shape. The concrete frame was completed by the end of March 2021 which reaches the highest point in the building. The stone and glazed façade to the south fingers, south elevation, and part of the east elevation is well advanced, with the first "finger" block at the Rialto bridge completed. The main mechanical and electrical plant at basement level is nearing completion. The fit out of the south fingers comprising Outpatients, Cardiology Wards, Therapies is progressing well and the fit out of the Hot Block comprising Emergency Department, Critical Care and Theatres has commenced.

The NCH has faced difficulties with significant delays, compounded by the Covid-19 pandemic, leading to increased timelines and costs, as well as an increasing number of claims being made by the Contractor. The role of the Board of the NPHDB (the "Board") and a successful Chairperson is to ensure there is corporate ownership for the successful completion of the NCH and to bring greater certainty to the timely and cost-effective delivery of the Project.

The regular day-to-day management, control and direction of the project is the responsibility of the Chief Officer (CO) (David Gunning) and the senior management team of the NPHDB. The CO acts as a direct liaison between the Board and the management of the NPH Executive.

Further information can be found here: <http://www.newchildrenshospital.ie>

2. Functions of the Board

The National Paediatric Hospital Development Board (the "NPHDB")

Operational responsibility for delivery of the NPH Project lies with the NPHDB. The NPHDB was established under the National Paediatric Hospital Development Board (Establishment) Order 2007 ([S.I. No. 246 of 2007](#)) (as amended) with the specific remit to:

- plan, design, build, furnish and equip a national paediatric hospital ("the New Children's Hospital") in accordance with a brief approved by the Health Service Executive (HSE - the Irish Health Service) with the prior consent of the Minister for Health, and subject to any subsequent variations to this brief as may be determined by the HSE in consultation with the NPHDB, and with the prior consent of the Minister; and
- do any other thing as is necessary for the performance of its functions.

The NPHDB is accountable to the Minister for Health and is responsible for ensuring good governance and performs this task by setting strategic objectives and targets and taking strategic decisions on all key project issues.

The NPHDB is committed to operating to the highest standards of efficient and effective corporate governance. This is particularly important given the values that drive the approach and behaviour of the NPHDB to subject itself to the highest standards of scrutiny.

The Board of NPHDB (the “Board”) consists of thirteen persons made up of a chairperson appointed by the Minister for Health and twelve ordinary members appointed by the Minister. Members of the Executive, consisting of the Chief Officer, the Project Director, the Finance Officer and the Medical Director (part-time) together with such other Project Staff appointed from time to time support the Board and attend meetings of the Board.

There are three outstanding Board member vacancies and one of the initial tasks for a new Chairperson will be to participate in the PAS process to determine suitable Candidates for membership of the Board with the requisite skillsets to meet the needs of the Project at this time, whilst ensuring greater opportunities to achieve improved gender balance on the Board.

The work and responsibilities of the Board are set out in the NPHDB Code of Governance manual attached, which also contain the matters specifically reserved for Board decision. Standing items considered by the Board include:

- declaration of interests;
- review and approval of minutes and action items;
- performance reports from the Chief Officer;
- reports from sub-committees;
- financial reports; and
- reserved matters.

Role and Responsibilities of the Chairperson

- The Chairperson (together with the Chief Officer) is responsible for the effective management of the Board’s agenda for Board meetings and ensuring that adequate time is available for discussion of all items at Board meetings (in particular strategic issues)
- Promotion of a culture of openness and debate by facilitating the effective contribution of key management and all Board members
- Represent the Board in its dealings with the Minister for Health (through the Department of Health)
- The identification and communication to the Minister for Health of the specific skills required on the Board sufficiently in advance of a time when expected Board vacancies are due to arise and to liaise and consult with the Minister in relation to same
- In conjunction with the annual report and the accounts of the Board, furnish to the Minister (through the Department of Health) a comprehensive report (as required by the Code of Practice for the Governance of State Bodies 2016 Code)
- Establishing all relevant sub-committees.

The NPHDB has a strong executive and a dedicated and experienced Board in place to oversee this critically important project. The chairperson’s role requires an individual to leverage these strong existing components to deliver the NCH Project.

SUB-COMMITTEES

The NPHDB currently has 4 sub-committees and Board Members will be expected to sit on 1 or more. Currently the sub-committees comprise:

The Finance, Audit and Risk Sub-Committee (“FARSC”) comprises three Board members, and members of the NPHDB Executive. The role of the FARSC is to monitor and review the integrity of the financial statements, the management accounts and make recommendations to the Board; monitor and review the internal controls; review arrangements for Protected Disclosures; monitor and review the Internal Audit function, external auditors, risk management and governance; to review and recommend the annual financial plan to the

Board; monitor progress against project schedule and cash-flow/funding to complete the project on plan and update the Board; support evaluation of specific Suitability Assessment Questionnaires/tenders and report to the Board; and review and recommend change orders for approval to the Board.

Commissioning, Qualification and Validation Sub-Committee (CQVSC) comprises two members of the Board and the NPHDB Executive. The role of the sub-committee is to review, monitor and consider the Technical Commissioning Strategy and Plan for the NCH and Tallaght paediatric OP & UCC and liaise with, and report to, the Board.

The Design Sub-Committee (DSC) comprises four Board members, five independent members and the NPHDB Executive. The role of the sub-committee is to champion the pursuit of design excellence throughout the Project; quality assure the procurement process, participate in regular reviews of the design development and make recommendations to the Board.

Disputes Resolution Sub-Committee (DRSC) comprises three Board members and members of the NPHDB Executive. The role of the sub-committee is to review, monitor and consider actions required in relation to the Main Contractor claims for adjustments (financial and time) as provided for in the Contract with the Contractor; and liaise with the Board in relation to progressing any such claims and any proposals or recommendations to address or resolve these claims.

Current membership of the Board:

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Tim Bouchier-Hayes	31/07/2013	31/07/2018	30/07/2023	Interim Chair	Nominated and Appointed by the Minister for Health
Anne Butler	31/07/2013	31/07/2018	30/07/2023	Board Member	Nominated by the Children's University Hospital, Temple St. Appointed by the Minister for Health
John Cole	31/07/2013	31/07/2018	30/07/2023	Board Member	Nominated and appointed by the Minister for Health
Karl Kent	31/07/2013	31/07/2018	30/07/2023	Board Member	Nominated by the Chair. Appointed by the Minister for Health
Liam Woods	06/02/2015	31/07/2018	30/07/2023	Board Member	Nominated by the HSE. Appointed by the Minister
John McGowan	20/02/2020		19/02/2025	Board Member	Nominated and Appointed by Minister for Health following PAS Process
Michael Shelly	20/02/2020		19/02/2025	Board Member	Nominated and Appointed by Minister for Health following PAS Process
Brian Keogh	23/02/2021		22/02/2026	Board Member	Nominated and Appointed by the Minister for Health following a PAS Process
Michael Barry	23/02/2021		22/02/2026	Board Member	Nominated and Appointed by the Minister for Health following a PAS Process

3. Person Specification

The Minister for Health invites applications from suitably qualified Candidates to fill the role of Chairperson of the NPHDB

Candidates' attention is drawn to the general details of the role of Chairperson as set out on page 19 of the Code which can be found [here](#). 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.

Essential Criteria:

Candidates must demonstrate in their application evidence of the following:

- Significant Chair/Board level experience in a large, complex organisation
- A successful executive career, at an appropriately senior level, in large scale and multibusiness commercial enterprises
- Experience of effectively managing organisations in a challenging and complex environment
- A proven record of achievement at an appropriately senior level that demonstrates the necessary vision, leadership and management skills, and personal resilience
- Significant experience of strategy formulation, supervision and execution
- Significant financial expertise including experience of commercial decisions and financial oversight (Accountancy, Audit, Corporate Finance)
- Proven ability to critically analyse information and constructively challenge (in particular large capital expenditure proposals)
- A demonstrable understanding of good governance practices including risk management and internal audit
- Strong communications and interpersonal skills with an ability to build strong relationships between Board members and Executive management

Desirable:

- An understanding of the public sector environment, in particular the accountability structures
- Experience in dispute resolution

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 the Candidate's cover letter. The Assessment Panel may decide, based on the perceived level of conflict, not to forward the Candidate's name for consideration.

4. Term of Appointment

Appointments to the Board will be for an initial period of up to 5 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 for Health at any time, on the basis of reasons to be stated by the Minister.

- A member of the Board, including the Chairperson, 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 from the date specified therein or upon receipt of the notice by the Minister, whichever is the later .
- The roles and responsibilities of Board Members are described in the Code of Practice for the Governance of State Bodies 2016 which is available here [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 an Application

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

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

The Candidate's submission should be made via the following link www.stateboards.ie together with his/her **Curriculum Vitae** and a **cover letter** (see Appendix 1 of this booklet for help with the online process).

IMPORTANT NOTE

A Candidate should take care when submitting his/her expression of interest. As the Assessment Panel will generally make its recommendation(s) based on consideration of the documentation which the Candidate submits, it is most important that the Candidate does the following:

1. *Ensures that his/her Cover Letter (and supporting CV) clearly specifies how the Candidate's particular background and experience meets the requirements of the Authority position(s) specified in this booklet, and*
2. *fully answer any supplementary questions which are presented to the Candidate as part of his/her online application process.*

This will help ensure that the Assessment Panel is as informed as possible as to the basis for the Candidate's application and why he/she believes he/she is 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.

6. 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 Candidates) 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.

7. 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.

8. 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 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, the Candidate acknowledges that such data may be used by PAS 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 a Candidate's publicjobs profile is his/her's 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 PAS](#).

If the application is assessed and the Candidate is considered to be suitable for appointment his/her 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 the Candidate's 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 the Candidate requests the withdrawal of his/her application such data may be used in considering the Candidate's 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. 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.