



**Appointments to the Board of Pobal**

**Closing Date: 15:00 on 13 June 2016**

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

**Telephone Number: 353 1 858 7441**

**Email: [info@stateboards.ie](mailto:info@stateboards.ie)**

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](#) 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.

## Appointments to the Board of Pobal

<b>Location:</b>	Dublin (1 meeting per annum may be held outside Dublin)
<b>Number of Vacancies:</b>	7 ordinary members
<b>Remuneration:</b>	Nil. Travel expenses will be paid at the appropriate civil service rate.
<b>Time Requirements:</b>	The board of Pobal meet 9-10 times per annum. Meetings last for approximately 2 hours each month except for two day long meetings held in May. There are also a number of subcommittee meetings.

### 1. Background

Pobal (formerly Area Development Management Ltd.) was established by the Government in 1992 (it was reconstituted as Pobal in 2005 under the oversight of the then Department of Community, Rural and Gaeltacht Affairs) to access EU funding for the purpose of fostering local development, promoting social inclusion, reconciliation and equality and countering disadvantage through local and social economic development. It is a company limited by guarantee and without share capital while also a registered charity.

The policy context for Pobal's work is provided by the National Development Plan 2007-2016, Towards 2016, the Programme for Government and the National Social Partnership Agreement. The company is subject to audit by the Comptroller and Auditor General and its operations are covered by the Freedom of Information and Ethics in Public Offices Acts. A Framework Agreement and a Service Level Agreement (SLA) underpin the services provided by Pobal to the Department. The Company is governed by its Memorandum and Articles of Association.

Pobal operates under the aegis of the Department of the Environment, Community and Local Government (DECLG) which has an oversight and co-ordination role in respect of the company. Pobal employs approximately 252 people and currently manages the administration of schemes and programmes on behalf of a range of Government Departments and other public bodies. The total amount distributed by Pobal directly to beneficiaries in 2015 was € 356 million.

Working in partnership with a wide range of local groups, Pobal supports projects in thousands of communities both urban and rural. For example, Pobal supports, on behalf of DECLG, the implementation of the Social Inclusion and Community Activation Programme (SICAP). Under this programme, Pobal works with Local Community Development Committees and local development structures in each county and city to tackle poverty and social exclusion in their respective areas by providing employment, education and community supports.

Pobal manages and administers a wide range of initiatives on behalf of the Department of Children & Youth Affairs (DCYA) and hosts a new national early years quality development service 'Better Start' which is a national initiative that coordinates the wide-ranging choice of supports and services with a specialist on-site mentoring service.

Pobal also manages and administers a range of programmes on behalf of the Department of Social Protection (DSP). These programmes support the development and delivery of community enterprises and of locally-based employment activation measures.

Economic, demographic and administrative changes to the context of Pobal's service delivery provide a range of challenges in coming years. As Ireland moves from severe economic difficulties to recovery, the emphasis of much of Pobal's local work is changing from assisting government in combatting the crisis to supporting longer term, sustainable development. As the company systems and information technology have provided it with strong data sets, it is moving to higher quality and more effective data analysis to assist government in its planning. As government and EU policy on financial management, grant administration and service commissioning develop, Pobal needs to continuously adapt its approaches to ensure optimal services. As Ireland's population changes, Pobal needs to continuously improve its understanding of local needs and its methods to target them.

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

Members of the Board of Pobal (it is a 16 member board) are appointed by Government from nominations provided by the social partners and other stakeholders, in addition to expressions of interest received from the general public. It is the responsibility of the Minister to bring the nominations to Government.

The Board has a responsibility to see that procedures are in place to ensure statutory responsibilities are met, an effective corporate compliance programme has been established, and corporate documents and records are properly prepared, approved and maintained.

Directors will comply with the codified duties of directors and provisions as per the [Companies Act 2014](#).

Matters reserved for the board include to:-

- Approve the company's Strategy and Business Plan and budget;
- Approve annual accounts and annual report;
- Ensure maintenance of a sound system of internal controls – including financial, operational and compliance controls, and risk management processes – with appropriate reference to the company's Code of Corporate Governance and the Code of Practice for the Governance of State Bodies;
- Approve any decision to commence new business and any decision to cease to operate any material part of the company's business;
- Approve transactions (or related programmes of transactions) not in the ordinary course of business;
- Approve all property leases of whatever value;
- Appoint the Chairperson and members of the Sub-Committees;
- Approve the appointment of the CEO & the Executive Management Team;
- Approve delegation of authority to board sub-committees and Executive Management Team to exercise functions of the company;
- Approve Terms of Reference of the board sub-committees and Executive Management Team;
- Approve application and funding recommendations.

All decisions and recommendations from sub committees of the board are put forward to the full board for final approval and ratification. Sub committees include: HR; Audit Finance Risk; Appraisal; Appeals.

The current composition of the Board is:

<b>Name</b>	<b>Role</b>	<b>Term Expiry Date</b>
Seamus Boland	Chair	30/06/2018
Siobhan McLaughlin	Board member	30/11/2019
Tommy McGuire	Board member & member of HR Subcommittee	30/06/2018
Liam Keane	Board member & Chair of AFR Subcommittee	30/11/2019
William Cotter	Board member	30/11/2019
Gerald Quain	Board member	30/11/2019
Anne Costello	Board member	22/10/2016
Mary Mooty	Board member & member of Appraisal Subcommittee	04/02/2017
Dr. Deiric O'Broin	Board member & member of Appraisal Subcommittee	07/10/2017
Helen Keogh	Board member & member of AFR	07/10/2017
John Walsh	Board member	07/10/2017
Catherine Travers	Board member & member of Appraisal Subcommittee & Pension Trustee	07/10/2017
John Redmond	Board member & member of Appeals Subcommittee	30/06/2018

### **3. Person Specification**

Expressions of interest are invited from members of the public with significant expertise in one or more of the following areas:

#### **a. Early Years**

Candidates must have significant practical experience, at an appropriately senior level, in the area of early years' childcare, education and learning, preferably in an Irish context.

It would be desirable that the successful candidate would also have

- Experience gained through service provision management roles or through membership of a Board of Management of an early years' service.
- Experience of the delivery of the core Irish early years programmes indicating a knowledge of policy relating to the early years sector

### **b. Legal expertise**

Candidates must have significant relevant professional experience in the legal sphere (e.g. as a solicitor, barrister, judge or third level tutor/lecturer in law/legal studies). It is desirable that this experience would include the area of procurement and indicate familiarity with public sector procurement practices.

### **c. Financial expertise**

Candidates must have significant relevant professional experience, at senior management level, in the area of audit / accountancy / financial management with membership of the relevant professional body highly desirable.

### **d. Organisational development and strategy**

Candidates must have significant professional experience at senior management level in a role which directs organisational development and/or contributes to strategic reviews / strategic change initiatives. It is particularly desirable that this experience include substantive experience in an HR function.

In addition, it is desirable that all applicants have the following additional skills/experience:

- Previous board membership
- Corporate governance experience and/or qualifications
- Risk management expertise
- Experience which demonstrates relevant knowledge of the Local Authority sector
- Experience which demonstrates relevant knowledge of the Local and Community Development Sector

## **4. Term of Appointment**

Under the Articles, appointments to the Board will be for an initial period of **four** years. At each AGM one-quarter of the directors shall be required to retire. The directors to retire in every year shall be those who have been longest in office since their last appointment.

The directors to retire in every year shall be those who have been longest in office since their last appointment and as between persons who become directors on the same day, those to retire shall (unless they otherwise agree amongst themselves) be determined by lot.

Retiring directors shall be eligible for re-nomination and appointment. However, no Director shall be entitled to serve on the board of Directors for more than 2 consecutive terms, 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 Code of Practice for the Governance of State Bodies 2009 which is available on the website of the Department of Finance [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 Expression of Interest

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. Please give careful consideration to the possibility of any potential conflict of interest that may arise if appointed to this board.

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 Board 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.

If you have any questions regarding the application process please email [info@stateboards.ie](mailto:info@stateboards.ie).

## **6. Assessment Process**

An Assessment Panel (the “Panel”) will be convened by PAS to consider and assess the expressions of interest 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<sup>1</sup>/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 suitable 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 Acts 1988 & 2003**

Should your name be forwarded to a Minister for consideration, please note that your cover letter and curriculum vitae will be forwarded to the State Board Liaison Officer in the relevant department and may be retained for up to one year.

For further information on Data Protection please follow the [link](#)

---

<sup>1</sup> The Public Appointments Service will not be responsible for refunding any expenses incurred by candidates.

## APPENDIX 1

### Submitting your expression of interest

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.