



Appointments to the Board of Dublin Port Company

Closing Date: 15:00 on Friday 21st September 2018

**State Boards Division
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, 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.

Appointments to the Board of Dublin Port Company

Location:	Dublin
Number of Vacancies:	2
Remuneration:	€12,600. Travel expensive are also payable at the appropriate Civil Service rates. (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).
Time Requirements:	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.

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

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 TEN-T (*TransEuropeanNetwork-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 (€40.57m profit after tax in 2017) and returns a financial dividend to the State in line with National Ports Policy (€12.17m in 2018 in respect of 2017s performance), 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 42%. 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 57.6% of all LoLo traffic and 50.6% of all RoRo traffic on an all-island basis (IMDO 2017 figures). In 2017, total volumes through the port grew to 36.4m gross tonnes, an increase of 4.3% on the previous year. Compound growth over the last five years has been 30.1% and total throughput volumes are now 5.5 million tonnes (17.7%) higher than they were in 2007 before the economic downturn.

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.

Alexandra Basin Redevelopment Project

In 2012 the Company published a development [masterplan](#), endorsed by National Ports Policy, which sets out a vision for a port capable of handling 60m tonnes by 2040. The masterplan is not a prescribed development plan but an overarching vision of possible development options as the need arises and is subject to revision throughout its lifetime.

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 which will cater for up to 60m gross tonnes of cargo by 2040. The Masterplan is currently under review and based on updated projections it is likely that this requirement will increase to 77m gross tonnes.

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 which is projected to cost approximately €227m over the next five years. Additional consents in respect of Foreshore Licence, Dumping at Sea Licence and IED Licence have been secured. 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.

The Company has received grant approval of €22.8m 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

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).

With the sustained high level of growth being experienced, Dublin Port Company has commenced work on its second major Masterplan Project, the MP2 Project, to provide additional capacity for future growth. The MP2 Project will create a single unified terminal for three of Dublin Port's five ferry operators. The project will greatly increase the utilisation of Port lands and improve essential facilities for a variety of State functions including immigration, customs, security and other border inspection controls.

2. Functions of the Board

The Board and Chairperson of Dublin Port Company (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 purpose of the Board of Directors is:

- to act as custodians for, and to maximise the value of, DPC assets;
- to direct strategy and operations;
- to act in the best interests of DPC and its stakeholders at all times;
- to ensure that good corporate governance is always practiced within DPC and to manage risk appropriately.

The following are the main items of the Dublin Port Company's work programme

- 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.

The current board members are:

Name	First Appointed	Reappointed	Expiry Date	Position type	Basis of appointment
Eamonn O'Reilly	16/08/2010			Board Member	Ex officio
Emer Finnan	22/02/2011	22/11/2016	22/11/2021	Board Member	
Geoffrey Darling	17/07/2014	16/07/2018	17/07/2021	Board Member	
Helen Collins	16/01/2018		15/01/2021	Board Member	PAS
Keith Nolan	26/09/2017	N/A	25/09/2022	Board Member	Employee Representative
Lucy McCaffrey	23/12/2009	24/12/2014	23/12/2019	Chair	
Michael Hand	21/02/2018		20/02/2021	Board Member	PAS
Paul Bates	19/09/2013		18/09/2018	Board Member	

3. Person Specification

The Minister for Transport, Tourism and Sport invites expressions of interest from suitably qualified members of the public to serve as Directors on the Board of Dublin Port Company.

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 found [here](#).

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

A. Finance Expertise

- Significant senior level financial experience across a number of disciplines including accounting, audit and risk management and project finance.

Desirable:

- A professional accountancy qualification or alternatively accredited financial expertise with relevant financial experience at an appropriately senior level
- Proven financial expertise acquired from occupying positions with a high degree of responsibility
- Commercial acumen with an ability to interpret financial data and assess the efficacy of business proposals
- A clear understanding of corporate finance and project finance markets
- An understanding of the underlying principles of systems of control and an ability to interpret their application from a risk management perspective
- Ability to chair or participate as a member of the Board's Audit and Risk Committee
- Excellent communication and stakeholder engagement skills

B. Environmental/Engineering Expertise

Candidates must possess significant experience and expertise in

- Environmental policy and regulations, both at EU and at national level
- Scientific understanding of environmental monitoring and measurement
- Knowledge of mitigation measures
- Relevant advanced third level qualifications

Desirable:

- Significant experience of dealing with the Environmental Protection Agency
- Experience in preparing/reviewing Environmental Impact Assessment Reports.

Previous board experience is not an essential requirement for the role.

The Minister shall have regard to the desirability for gender balance on the Board as the Minister considers appropriate and determines from time to time when making appointments.

Please Note:

For both roles, applicants whose names are forwarded to the Department for consideration will be called for interview 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

This Appointment shall be subject to the relevant provisions of the Harbours Act 1996 as amended by the Harbours Act 2015 and the Articles of Association of the Company and to the following conditions:

- Appointments to the Board may be for a period of 3 years at the Minister's discretion with an option to extend the term of engagement for a second term of up to 5 years at the Minister's discretion with the consent of the Minister for Public Expenditure and Reform
- 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.
- The roles and responsibilities of Chairpersons and Board Members are described in the Code of Practice for the Governance of State Bodies 2016 which is available on the website of the Department of Public Expenditure ([Code of Practice for the Governance of State Bodies 2016](#))
- The Board member shall be aware of the duties of a director under the Companies Act 2014 and at all times act in compliance with the Act.
- 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.
- If the Board Member is removed from office, or otherwise ceases to hold office, he or she shall have no claim for compensation or other payments in respect of such removal or cessation.

- 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 Board Member shall devote to the performance of his or her duties as much time as may be necessary for all proper and efficient discharge of those duties.
- 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.
- The Board Member shall not be entitled to receive any remuneration as Member of the Board in respect of any other services over and above those of Member performed by him or her on behalf of the Company, save with the consent of the Minister for Transport, Tourism and Sport and the Minister for Finance & Public Expenditure and Reform.
- The Board Member shall be aware of and supportive of National Ports Policy and give due regard to it in the board's decision making process.

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.

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.

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.

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
 - Meeting¹/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.

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

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 Bill 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.