



Appointments to the Board of Dublin Port Company

Closing Date: 15:00 on Friday 6th August 2021.

**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. 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.

Appointments to the Board of Dublin Port Company

Location:	Dublin Port Company Office Port Centre, Alexandra Road, Dublin 1. (For the duration of the public health restrictions associated with the COVID-19 pandemic meeting are held via video conference.)
Number of Vacancies:	2
Remuneration:	€12,600. (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 and subsistence is payable at appropriate civil service rates.
Time Requirements:	Meetings held 12 times per year. Preparation time for meetings 5-6 hours. There are 2 additional sub committees which directors may serve on. These committees meet approx. 2-4 times per year.

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

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 (TransEuropean 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 (€38.6m profit after interest and tax in 2019) and returns a financial dividend to the State in line with National Ports Policy (€4.1m in 2019).

The Company is the State's largest commercial port with a total market share of approximately 51%. It handles all five major traffic sectors – LoLo, RoRo, Liquid Bulk, Break Bulk and Dry Bulk. Volumes through the port have grown for the sixth year in a row with 26.3m tonnes handled in 2019 based on figures from the CSO. CSO tonnage figures often vary from port recorded figures due to variances between methodologies.

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.

While the key focus of the Masterplan is on the infrastructural development of the port and the delivery of the capacity required to service the import and export needs of the Irish economy, it

also contains a strong commitment to rebuild the linkages between the Port and the City. Dublin is after all a Port City.

Dublin Port Company Masterplan 2012-2040

The ongoing development of Dublin Port is underpinned by the Masterplan 2012-2040. The core principles of the Masterplan were endorsed by the Government in the National Ports Policy issued in 2013 and the continued commercial development of the Dublin Port Company is a key strategic objective of this Policy.

While the key focus of the Masterplan is on the infrastructural development of the port and the delivery of the capacity required to service the import and export needs of the Irish economy, it also contains a strong commitment to rebuild the linkages between the Port and the City. Dublin is after all a Port City.

A review of the Masterplan was published in 2018. This review saw the projected trade volumes to 2040 increased to 77m tonnes. Delivery of the infrastructure and capacity envisaged under the Masterplan will require investment of an estimated €1.6bn. Based on its most recent estimates the company currently plans to spend approximately €400m over the five year period 2021-2025.

The Masterplan is currently supported by EIB funding of €100m and a Private Placement Facility of €300m put in place with Allianz.

Alexandra Basin Redevelopment Project

Dublin Port Company is progressing with the implementation of the Alexandra Basin redevelopment project (ABR) and other aspects of Masterplan 2040. Works over the next ten to twenty years include redevelopment of existing berths, creation of new berths, deepening of the port's navigable channel from 7.8m to 10m draught, upgrading of road network, provision of unified state services facilities for control and inspections, improvements in utility infrastructure, heritage and amenity initiatives, relocation of non-core activities to Dublin Inland Port, development of the Southern Port Access Route to serve the southern port area, rationalisation and consolidation of terminal operations, and redevelopment of specific areas for transit storage of unitised cargo.

Masterplan2 (MP2)

The second Masterplan Project – the MP2 Project has been consented by An Bord Pleanála, works are currently being planned and construction will commence in 2022.

3FM Project

The third and final Masterplan Project – the 3FM project involves the development of port lands on the Poolbeg Peninsula and the construction of a new bridge across the Liffey to provide a Southern Port Access Route for port-related HGV Traffic. The 3FM Project will also contribute significantly to the provision of public transport and active transport options in the vicinity of Dublin Port and across the Liffey into the Poolbeg Peninsula. The company will commence pre-application consultation with An Bord Pleanála for the 3FM Project during 2021.

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.

Current Boards membership:

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	17/07/2021	16/07/2022	Board Member	Ministerial re appointment
Jerry Grant	10/12/2020		09/12/2025	Chairperson	Ministerial appointment following PAS process
Keith Nolan	26/09/2017		25/09/2022	Board Member	Employee Representative
Michael Brophy	29/01/2019		28/01/2022	Board Member	PAS Process
Michael Hand	21/02/2018	26/02/2021	25/02/2026	Board Member	Ministerial reappointment
Vacancy			15/01/2021	Board Member	
Vacancy			15/01/2021	Board Member	

3. Person Specification

The Minister for Transport 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](#).

Director Post 1:

The Minister invites expressions of interest from suitably qualified members of the public who have wide experience and competence in relation to financial matters.

Essential:

Candidates must possess:

- 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
- 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
- An understanding of the requirement for excellent corporate governance with particular reference to the Code of Practice for the Governance of State Bodies
- Ability to chair or participate as a member of the Board's Audit and Risk Committee
- Excellent communication and stakeholder engagement skills
- Board experience would be an advantage but not necessary

Director Post 2:

The Minister invites expressions of interest from suitably qualified members of the public who have wide experience and competence in legal affairs matters.

Essential:

Candidates must possess:

- Significant senior legal experience with a particular emphasis on relevant experience and expertise in the field of commercial law.

Desirable:

- Relevant qualification as a solicitor and membership of a professional body
- Board experience would be an advantage but not necessary

The Minister shall have regard to the desirability for gender balance, diversity and inclusion on the Board as the Minister considers appropriate and determines from time to time when making appointments, in line with the updated Code.

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

4. Term of Appointment

Appointments to the Board will be for an initial period of 5 with an option to extend the term of engagement for a second term, 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 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 your Application

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

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

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

IMPORTANT NOTE

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

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

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

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

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 candidate) to be sent forward for consideration by the Minister.
- **If your application is selected following the PAS assessment process, your personal information including your cv, cover letter and any additional supplementary information supplied as part of the application process is confidentially forwarded to the Department of Transport for a supplementary assessment process. This supplementary process will include an interview with senior officials from the Department in advance of proposals being sent to the Minister for consideration.**

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 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.