



**Grangegorman
Development Agency**
Gníomhaireacht Forbartha
Ghráinseach Ghormáin

The Annual Report.

2022



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Chairperson's Welcome

Paul O'Toole, Agency Chair

2022 has been another important year for the Grangegorman Project as it continues to develop, not only through commencing a major new construction project with the Academic Hub, but also in welcoming a significant new stakeholder in Workday Ltd. The Grangegorman Development Agency has achieved many milestones since its formation however there is still much to deliver and 2022 was a year focused on ways to progress the next stages of the development.

Sustainability remained an area of core importance for the Board over the year. The Board and Executive believe it is essential to align our Climate Action goals to help Ireland meet its objectives in reducing carbon emissions. The Agency has a key part to play in ensuring current and future projects are developed with sustainability targets from the outset and are aligned with our stakeholders' objectives under the Climate Action Plan. To this end, the Board has welcomed the embedding of Whole-Life-Cycle-Assessment into new projects and the inclusion of a dedicated Sustainability section in Part II of this Annual Report. In addition, the Board and Executive held a workshop in October 2022 based on the key themes of the Grangegorman Sustainability Strategy which provided an opportunity to further delve into this topic.

On the ground, 2022 saw OHLA Townlink JV appointed as the main contractor for phase 1 of the Academic Hub & Library on behalf of TU Dublin marking a significant new construction development on site. The project is progressing at pace and expected to be completed for the 2024 academic year. It was also great to see the new national school for the Dublin 7 Educate Together make substantial advances over 2022 and has now been completed and handed over to the Department of Education.

2022 saw major progress in developing plans for commercial/mixed use in Grangegorman as Workday became the latest site stakeholder following the purchase of HSE owned lands at the site boundary with Broadstone. There will be many potential opportunities for engagement with our stakeholders and wider community as the plans for their new HQ develops.

On the design and planning side, the Agency is currently focused on advancing the reminder of Programme III for TU Dublin and on developing the Residential Care Neighbourhood for the HSE – an innovative project centred on independent living in a supported setting. During 2023 and 2024 we expect to:

- Complete construction of the Academic Hub
- Progress through planning stage for the HSE Residential Care Neighbourhood, Workday International HQ and the Prussia Street Gateway
- Advance procurement for construction for the TU Dublin West Quad
- Progress Stage 1 design for the FOCAS Research Institute and Phase I Indoor Sports for TU Dublin
- Continue employment, training and business opportunities arising from the development
- Further Public Art and History based projects.

I would like to acknowledge the commitment and ongoing support of my fellow Board members and thank each of the sub-committees for their vital work during 2022. I particularly wish to note the establishment of a new Board sub-committee in 2022, the Community and Culture Committee, ensuring that this important aspect of the Agency's work is given further emphasis within the development.

This project would not be possible without the tireless work of the Executive team and I would like to extend my sincerest thanks to Ger Casey, CEO and all of his team, as well as to our stakeholders and colleagues in the HSE, TU Dublin, Dublin City Council, local community and Workday, and all our project partners, design teams and contractors.

Finally I wish to acknowledge Minister Simon Harris TD and the Department of Further and Higher Education, Research, Innovation and Science as our sponsoring department, together with Minister Paschal Donohoe TD and the Department of Public Expenditure & Reform, Minister Norma Foley TD and the Department of Education and Minister Stephen Donnelly TD and the Department of Health, all of whose continued support of the Grangegorman development is vital in ensuring we are one step closer to achieving our mission. I look forward to continued progress in 2023 and beyond.



Agency CEO Welcome

Ger Casey, Agency Chief Executive Officer

2022 was another eventful year for the Agency and the Grangegorman Project with significant progress made in advancing the next phases of development. We were delighted to close out 2022 with eight new people having joined the team across a variety of roles to help us in achieving the Masterplan vision for the site.

The year has seen a number of key advancements, starting with construction commencement of the TU Dublin Academic Hub & Library, a building that will become a core focal point for the site and city on completion. 2023 began with the protected North House undergoing repair and the new build elements beginning to take shape.

The new school for the Dublin 7 Educate Together made huge progress over 2022 and the school was able to move into their new building before the end of the 2022/23 academic year. Additional works around adjacent areas, including the junction of Rathdown Road and Grangegorman Upper, will be completed following building handover.

Conservation also continues to be an important part of our work. Essential stabilisation works were carried out earlier in 2022 on the protected Clock Tower building to protect the building from further deterioration until full building redevelopment can take place.

Moving away from projects on the ground, we were delighted to welcome a major new stakeholder to the Grangegorman Project in April, as Workday announced their plans to build their European HQ on site. This exciting plan offers many potential opportunities for ongoing collaboration and engagement, and we look forward to working closely with Workday to develop their plans for the site over the next few years.

On the healthcare side, it is now five years since the Primary Care Centre began operating on site delivering high quality

healthcare services to the Grangegorman area and beyond. We continue to work with the HSE and our Design Team to bring the next healthcare project to planning and construction stage. The Residential Care Neighbourhood (RCN) will be the first housing project on site and we will see this progress in 2023.

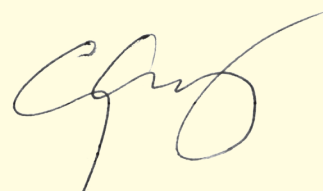
Behind the scenes, work is ongoing to advance a number of other major projects, including the 24,000 sqm West Quad, the FOCAS Research Institute and Phase 1 of Indoor Sports for TU Dublin.

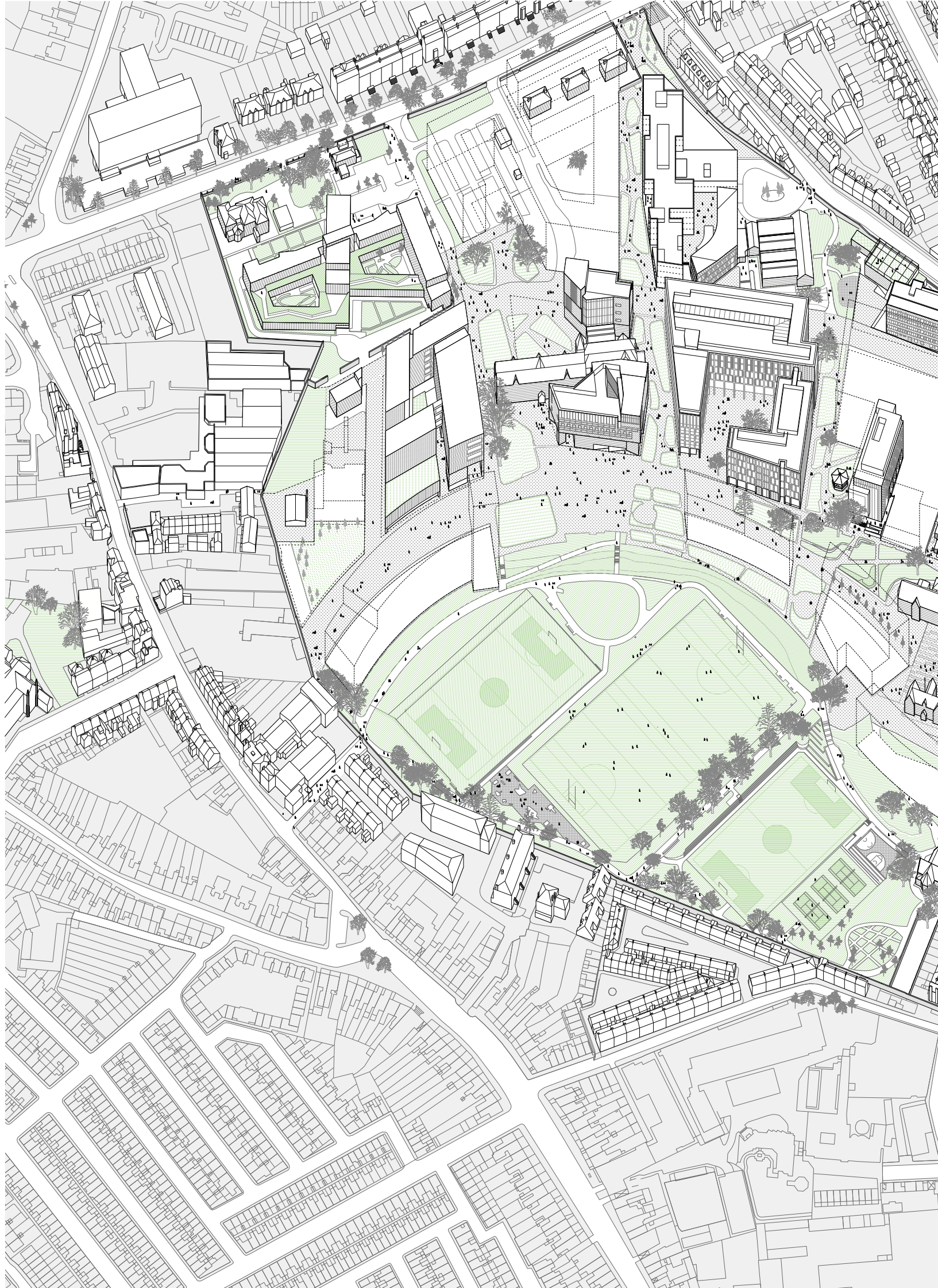
We were delighted with the response to our Climate Action Day in June as part of the Stoneybatter Festival - an event we would like to carry forward for 2023. Additionally, we are pleased to close out the year having committed to the Irish Green Building Council's EU Level(s) Procurement pledge. This will be a key step in establishing a vital toolkit to help us deliver on our sustainability objectives for Grangegorman.

Local employment has remained a consistent 12% over the year and we are pleased to continue the insightful Grangegorman Histories programme for a further 3 years. Highlights from this year's programme has included 'The Asylum Workshop', a documentary play from Colin Murphy with TU Dublin Conservatoire, and the 'Instituting Grangegorman' podcast. We are also delighted to announce Cliodhna Shaffrey as the new Chair of the Public Art Working Group.

Much was achieved in 2022 and despite ongoing major challenges - the war in Ukraine, the energy crisis, construction inflation and others - the Grangegorman Project continues to move forward. We have a lot to look forward to over 2023 and beyond including the RCN and Workday progressing through planning, the school establishing itself in its new home, and next steps for the aforementioned TU Dublin projects. We also look forward to continued activities from the GLLF, Grangegorman Histories, Grangegorman Public Art and other community events.

Finally, I would like to acknowledge the hard work of the Board, the GDA Team, our colleagues in DFHERIS and all our Project Partners for keeping the Project moving forward, and our stakeholders in the HSE, TU Dublin, the community and DCC for their continued engagement and support.









Grangegorman site, 2022. Image: Barrow Coakley Photography

I Planning

The Grangegorman site was designated a Strategic Development Zone (SDZ) in 2010 with the formal adoption of the Planning Scheme by Dublin City Council (DCC) in 2012.

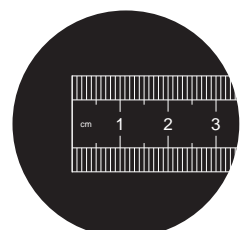
This statutory document provides certainty to both the Agency and its stakeholders on what can and cannot be developed on site. The Planning Scheme is under the custodianship of DCC, which oversees its implementation. It is now over a decade since the adoption of the Planning Scheme and since then, DCC has granted 48 planning applications to end 2022.

In 2022 the Agency continued to progress a number of further projects towards planning lodgement including the Residential Care Neighbourhood (RCN) for the HSE and the Prussia Street Gateway in conjunction with a third party development. At the time of writing, the RCN has recently been submitted to DCC for planning permission.

Statutory guidelines for Planning Authorities on ‘Urban Development and Building Heights’ published in December 2018 emphasise the need to move towards sustainable patterns of urban development and away from lower density urban expansion.

Under the Specific Planning Policy Requirement 3, Part B of the guidelines, the Agency is required to undertake a height review of the Grangegorman SDZ. The Agency appointed RPS Group in conjunction with DMOD/MRY to carry out a height review of the SDZ Planning Scheme that concentrates on the potential for additional height within the SDZ for projects yet to be developed. Following the initial review, the Agency led workshops with the HSE, TU Dublin, DFHERIS and DCC. A further consultation is due to take place with the local community.

At the time of writing, the Heights Review is expected to go to public consultation in 2024.





Design rendering of the Residential Care Neighbourhood. Image: McCullough Mulvin and TODD Architects

Health

HSE Development at Grangegorman

The provision of state-of-the-art health care facilities is key to the Masterplan vision at Grangegorman. They provide essential and valued services to the Grangegorman area and Dublin region. The following underlying principles inform this vision:

- Integration of HSE accommodation with the surrounding local community
- Privacy and dignity for clients and building users
- Convenience and effectiveness of operation for HSE employees
- Achieving a legible and understandable public domain
- Providing a range of outdoor spaces from secure to open, appropriate to the needs of clients.

To date, the Agency has completed the development of the Phoenix Care Centre, a purpose-built Mental Health Facility replacing St. Brendan's Hospital; and the Primary Care Centre which provides a variety of therapeutic and clinical spaces, community care, and GP services, as well as being the home of the National Hearing Aid Repair Centre.

The Phoenix Care Centre, the first Agency project on site, will be 10 years old in 2023 and presents a prime opportunity to reflect on the impact of HSE developments in Grangegorman.

Residential Care Neighbourhood

The Residential Care Neighbourhood will be the third HSE project to be developed as part of the Grangegorman Masterplan. The Neighbourhood will provide homes for c.100 residents and comprises a number of complementary healthcare functions including a community nursing home, a mental health residential facility, a production kitchen, a day-care centre, a pharmacy, administrative spaces, and private and semi-private gardens. In addition, on completion, the new facility will replace the existing facilities at St Elizabeth's Court and develop one of the 'green fingers' envisaged in the Masterplan at the North Circular Road, further increasing the permeability of the site.

McCullough Mulvin Architects and TODD Architects jointly lead the Design Team for the project, which represents an innovative model of person-centred care that enables residents to live independently, while also being connected to the wider community. While the design phase has taken some time to reach planning stage, the Agency, HSE and the Design Team remain committed to ensuring the best outcome for the project and its end-users.

At the time of writing, the team has lodged the planning submission for the Residential Care Neighbourhood. Subject to planning permission and the subsequent procurement of a construction contractor, the RCN is currently anticipated to be completed in late 2025.





Then Junior Infants celebrate the Topping Out Ceremony of their new school.

Parental consent for this image was sought and received through the school. Guardians reserve the right to withdraw consent for future use of this image at any time.

Image: Conor Mulhern



Education

The consolidation of TU Dublin's city centre activities into a new urban campus will bring approx. 22,000 students and 2,000 staff together at a single location. The creation of this central campus will provide an exceptional learning environment that supports research, innovation, and the advancement of knowledge. Having the Dublin 7 Educate Together National School nearby will also support this culture of learning and provide an opportunity for cross-generational interaction between the National School, the University, and the Residential Care Neighbourhood.

Central and East Quads

The Central and East Quads experienced their inaugural academic year with 10,000 students on site in 2022. The Quads, which comprise approximately c.52,000m² of new purpose-built education facilities for the University, first opened in 2021 with phased numbers of staff and students due to the ongoing pandemic restrictions at the time. The 2022 academic term commenced with full numbers on site, and to date, a wide variety of events, conferences and performances have taken place across both buildings. It is expected that the East Quad will continue to develop as a cultural hub for the north inner city over the coming years.

The National Optometry Centre, located in the Central Quad, provides advanced training of optometry students and is the only such facility of its kind in the country. It offers eye examinations, spectacles and contact lenses to the general public, and is a valued resource for the local community. In November 2022, the Central Quad was shortlisted for a World Architecture Festival award for completed higher education and research buildings.

D7 Educate Together National School

The new school of the Dublin 7 Educate Together National School broke ground on site in January 2021. The project was initially envisaged in the Masterplan as a 16 classroom school however the Department of Education identified a need in the area for a larger primary school in 2018. Following an amendment to the SDZ Planning Scheme, the school was designed as a 26 classroom school comprising two buildings – a teaching block and a general purpose hall with rooftop ball court. The award-winning Grafton Architects lead the design team for the project with Ganson Building and Civil Engineers as the building contractor.

On 16 January 2022, one year into the building programme, the new school structure was in place and the construction milestone was marked in a topping out ceremony with project partners, the Department of Education and the Dublin 7 Educate Together. Pupils from Junior Infants were invited to visit the site of the new school from the campus and ask questions of the Design Team.

Construction progressed well over 2022 and by the time of writing, substantial completion was reached in May 2023. The school was able to move into their new home before the summer break.

As part of this project, additional works to the junction of Rathdown Road and Grangegorman Upper are necessary to facilitate safe access/egress to the school and improve the public realm. The Agency had ongoing engagement with DCC over 2022 to progress the works as it falls outside the SDZ boundary. At the time of writing, temporary works had been installed at the junction to allow the school to reach substantial completion.





Ministers Paschal Donohoe TD and Simon Harris TD turn the sod at the Academic Hub site. Also pictured: Ger Casey, Agency, and Jennifer Boyer and Denis Murphy, TU Dublin. Image: Conor Mulhern



Education

Academic Hub & Library

A key aspect of the Grangegorman Masterplan and envisaged as a landmark building for the site on completion, the Agency brought the Academic Hub & Library to construction stage in early 2022. OHLA Townlink Joint Venture were awarded the construction contract in January 2022. A public information session with the contractor and representatives from the Design Team was held for stakeholders in advance of construction commencing on site.

On 22 March 2022, Ministers Simon Harris TD and Paschal Donohoe TD, Ministers for Further and Higher Education, Research, Innovation and Science, and Public Expenditure, National Development Plan Delivery and Reform respectively, officially turned the sod in a ceremony on site to mark the project.

The building design, led by the award-winning architects O'Donnell + Toumey, comprises a cluster of buildings arranged around an external court that incorporates the protected North House. It will be developed in two phases, with phase I comprising 12,500sqm.

When completed, the Academic Hub & Library will become home to TU Dublin's library collections for students based in Grangegorman, as well as a range of student and staff supports, including the Career Development Centre, Civic Engagement, Maths Learning Centre, Disability Support Service and People Development. In the interim, TU Dublin redeveloped Park House as a temporary library to serve the campus until the completion of phase I of the Academic Hub in 2024.

Over 2022 construction focused on clearing the site and laying the foundations for the new build as well as initiating repairs to the North House, and by the end of the year, the new structure was advancing well.

West Quad

The West Quad is being funded through the sale of TU Dublin's property on Aungier Street. In 2020 this sale was put on hold and is expected to resume again in 2023. The West Quad is the third of TU Dublin's quadrangle buildings to be developed on site. It will be home to c.4000 students from the TU Dublin College of Business (Aungier St), and School of Languages and Law. It will also host an event space for the University which has a capacity of c.800 people. Heneghan Peng Architects lead the Design Team for this project.

FOCAS Research Institute

The FOCAS Research Institute is a core University facility providing laboratory support in microscopy and spectroscopy for a range of groups and activities. The existing FOCAS – currently located in Dublin 8 – is planned to relocate to a c. 4,5000m² building in Grangegorman adjacent to the Greenway Hub, an area envisaged in the Masterplan as the Research and Innovation hub of the site.

Carr Cotter Naessens were appointed in 2021 to lead the Design Team for this project which also incorporates whole life carbon performance targets, circularity and low energy into the design. At the time of writing, preliminary design had commenced.





The school construction included 12% local employment over 2022. Image: Conor Mulhern

IV

Community

Grangegorman Labour and Learning Forum (GLLF)

The GLLF plays an important role in the overall socio-economic strategic objectives for the Grangegorman Development. It has been successful to date in identifying and leveraging community benefits from the development and has continued to evolve with the site. The GDA and TU Dublin have been strategic and funding partners in the establishment of the GLLF over a decade ago, and in its subsequent leadership and development. The GLLF continued to maintain and develop its work with a focus on remaining innovative, responsive and effective. It was envisaged that engagement with the new partnership model within TU Dublin would allow the GLLF to take advantage of new resources and opportunities so that sustainable and long-lasting benefits for local communities would continue to be delivered from the Grangegorman Development. In doing so the GLLF recognises the importance of retaining and developing existing partners within any new structures or arrangements.

Grangegorman Employment Charter

There were three contractors on site over 2022 – Ganson Building and Civil Engineering on the Dublin 7 Educate Together National School, OHLA Townlink JV on the Academic Hub and Tolmac on stabilisation works to the Clock Tower. With the construction commencement of the Academic Hub in March, local employment levels on site were at 12% from March and remained steady for the rest of the year.

Meeting with Ossian Smyth TD, Minister for Public Procurement

In late March the Employment and Training Coordinator chaired a meeting of the Community Benefit Forum (CBF) and the Office of Government Procurement (OGP) with Ossian Smyth TD, Minister for Public Procurement. The CBF comprises representatives of public projects including the Agency, the New Children's Hospital, DCC housing regeneration projects, the NDFA, Trinity College Dublin and the Department of Justice. The meeting discussed Socially Responsible Public Procurement (SRPP) drawing on the CBF research report of "Social Clauses in Public Procurement – the Irish Experience", and sought political leadership and a whole of government approach to SRPP to expand it beyond local initiatives to national level. Amongst the issues raised were:

- the need for a strong national policy and framework which encourages and supports the use of social clauses;
- value for money considerations that include long-term, wider socio-economic benefits and environmental value for sustainable development;
- a just transition to environmental and digital goals with no-one left behind using SRPP to deliver a wide range of benefits to communities most at risk of marginalisation and disadvantage;
- a national SRPP forum involving all key stakeholders.





Grangegorman ABC offers supports to young children and their families in the area, including play and art therapy. Image: Conor Mulhern

IV

Community

Grangegorman Labour and Learning Forum (GLLF)

Grangegorman Area-Based Childhood (ABC) Programme

The GLLF remained an active partner in the TU Dublin-led Grangegorman ABC consortium of 27 community, voluntary and statutory organisations. Grangegorman ABC is a prevention and early intervention anti-poverty programme for children aged 0-6 and their families and is part of the national ABC programme funded by Tusla (the Child and Family Agency). In January Tusla confirmed a grant of €830,000 for Grangegorman ABC for 2022 and approved all planned programmes and initiatives throughout the year. The Tusla core funding is complemented by contributions from the ABC Consortium members in terms of skills, knowledge, resources, facilities and staff time. An extensive review of the Grangegorman ABC Consortium Agreement and other governance-related policies and procedures was undertaken in 2022 to further enhance the transparency and inclusiveness of Grangegorman ABC.

Steering Higher Education for Community Engagement (SHEFCE)

SHEFCE is a new Erasmus+ project launched to support community engagement in European universities through university partnerships with external stakeholders to address societal challenges. The Employment & Training Coordinator was a member of the Community Engagement University Team overseeing the project in TU Dublin. The SHEFCE project is a follow up to the successful TEFCE – Towards a European Framework for Community Engagement in Higher Education in which the GLLF and Grangegorman ABC were actively engaged. The SHEFCE project was scheduled to continue to August 2023 universities and communities.

TU Dublin Path 3 Programme

Path 3 is a Higher Education Authority (HEA) funded programme which supports the development of regional and community partnership strategies for increasing access to higher education by specified groups. The Employment and Training Coordinator continued to work with Path 3 looking at widening participation for mature learners, part-time learners, learners progressing from Further Education, and young unemployed applicants. This included participation in an informal drop-in information session for people thinking about returning to learning took place on 18 May in St. Laurence's Church.





The Community Liaison Committee's first Networking Event, November 2022 Image : Agency

IV

Community

Community Liaison Committee

The CLC was set up in 2011 to help the new urban quarter to embed into the existing communities of the Grangegorman area, and to ensure local community has a voice and forum to discuss issues arising from the development. The group meets on a monthly basis and comprises 17 members made up of the following stakeholders:

- Community Garda
- Councillors from DCC Central Area (nominated by the City Councillors)
- DCC Executive in Central Area
- D7 Educate Together
- GDA
- GLLF
- Local community representatives (as elected per the GDA Act)
- TU Dublin
- TU Dublin Estates
- TU Dublin Students' Union

Other organisations join the meetings as necessary by invitation on a month-by-month basis.

In 2022, at the request of the CLC, a representative from TU Dublin Estates joined the committee. This was viewed as an important step in the evolution of the CLC as a key community forum for concerns relating not only to the development, but to

the campus and public realm.

The CLC underwent a review in 2022 to maximise participation of the group. Online meetings were the preferred option with two meetings per year to be held in person. A networking morning was also proposed to help build relationships between onsite stakeholders and the local community. Other key discussions over 2022 covered a wide number of topics which can be broadly categorised under the following headings: construction, estates management, public facilities and events. The Agency publishes the minutes of these meetings on the GDA website.

Consultative Group

The Consultative Group is a statutory group established under the GDA Act 2005 as a communication forum for the Grangegorman Project. Its members are nominated from each stakeholder group (named in the Act) for a three-year term. The group comprises 18 representatives from 13 stakeholder groups. Community representatives are elected as per the election process set out in Schedule 22 of the Act. The group meets quarterly and is provided with an update on the development.

Key topics discussed over 2022 were the design of the HSE Residential Care Neighbourhood presented by McCullough Mulvin Architects, and opportunities for collaboration and participation between students and the local community. Events on campus were also highlighted throughout the year as an area of growing interest for all stakeholders.



Public Events

The Agency coordinated and supported a wide variety of public events over 2022. These are summarised below.

Public Information Sessions

The Agency hosted an information evening for all stakeholders in February to view the plans for the Academic Hub & Library and to meet the contractor. The Agency Project Coordinator and Communications team were present along with representatives from the O'Donnell + Tuomey (Design Team) and OHLA Townlink JV (contractor).

An information session with residents of Grangegorman Upper was held in May with the Agency and McCullough Mulvin Architects to review the plans for the HSE Residential Care Neighbourhood and discuss any concerns from the residents.

Tours and Presentations

The Agency facilitated a number of requests from stakeholder groups for tours and presentations on the development. These groups included participating in TU Dublin Green Week, visits from architecture students, primary school classes undertaking history projects and active retirement groups. Key tour events are outlined in more detail as part of Culture Night and Open House Dublin.

Lord Mayor Visit

In June, the CEO of the Agency welcomed Lord Mayor Alison Gilliland to Grangegorman for a tour of the site.

Grangegorman Histories Events

Grangegorman Histories supported a variety of public events over 2022 including: Stages of Memory historical talk series, the launch of a new blog series - 'Exploring Grangegorman Lives', a new podcast for Dublin Festival of History and the TU Dublin Conservatoire's 'The Asylum Workshop' play. See Chapter VII for further information.

National Policy for Architecture Launch

The Agency supported the launch of the Department of Housing's new National Policy for Architecture – Places for People – in Grangegorman in May. The primary aims of the new policy are to boost public engagement and create new design quality criteria. It was launched by Minister for Housing Darragh O'Brien and Minister for State for Heritage and Electoral Reform Malcolm Noonan.

Stoneybatter Festival/ Grangegorman Climate Action Day

The Agency was one of the main sponsors of the Stoneybatter Festival which took place over three days from 17-19 June. As part of the festival the Agency held a Climate Action Day in Grangegorman. The event centred on connecting local and national groups active in sustainability initiatives to share their work with each other and the wider public. Over 20 groups participated on the day including Codema, TU Dublin, Biodiversity Ireland and three local Sustainable Energy Communities – Connecting Cabra, Cosybatter and Phibsboro Climate Action Club. The event focused on three main themes – Energy, Biodiversity and Ways to Take Action in your Community. There were also a number of complementary activities including a Grangegorman campus biodiversity walk, live music, a kids scavenger hunt and a climate action message board.

IV

Community

Grangegorman Histories Hoarding Installation

In August, a 70m artwork inspired by the site's history was installed along the hoarding for the Academic Hub. The artwork was designed to sensitively reflect the complex history of the site and the people who lived and worked there. It will remain in place for the duration of the Academic Hub's construction.

Walk 21

Walk 21 is an international conference on walking and livable communities. It was held in Ireland for the first time in 2022 and was jointly hosted by the Irish Government and TU Dublin in Grangegorman. The conference was launched in St Laurence's Church in May and ran from 19 - 22 September. It was a ticketed event and was open to the public.

Culture Night 2022

On 23 September as part of Culture Night 2022, Grangegorman Histories ran a series of guided historical tours of the Grangegorman site. Local historian Ciaran Wallace was the tour guide for the evening with each tour lasting c. 60 minutes. All tours were fully booked within 24 hours of tickets going live. TU Dublin also held an open night in the East Quad with performances, exhibitions and music throughout the evening.

Open House Dublin

There were thirteen Grangegorman events as part of the Irish Architecture Foundation's Open House Dublin festival in 2022. The events centred on both internal and external tours — including a one-off construction site tour over 15 and 16 October. The GDA led a series of walking tours focused on the development of the site Masterplan and future projects on site while TU Dublin Campus Planning led separate building tours of the Central and East Quads — the most recently completed buildings for the university. Ganson Building and Civil Engineering facilitated special public access to the new national school currently under construction where Grafton Architects led a group – in full construction safety gear – through their vision for the school.

Networking Morning

On 16 November, the Agency hosted a networking event with Grangegorman's stakeholders aimed at building connections with local community. The HSE and TU Dublin have strong community links through a huge array of services, facilities and programmes, many of which are now based on site. The event was an opportunity to meet and speak with representatives involved in some of these amenities and explore potential for future collaborations. Over 30 representatives in the areas of Sport, the National Optometry Centre, Grangegorman Area Based Childhood, Innovation, student research, Sustainability Events, Grangegorman Histories, Primary Care Centre, Conservatoire, Early Music Learning, and Environmental Sciences attended the event. It is intended to make this an annual event.





Broadstone Plaza - a gateway between Grangegorman and the city. Image: Agency

V

Sitewide

Grangegorman Estate Management

The Grangegorman urban quarter is a large and complex piece of land, which caters for a large variety of users. While each building is managed and run by the organisation occupying it, the estate, which makes up 50% of the overall site area, is open to everyone. The management of the Grangegorman estate is the responsibility of a steering group comprising representatives of TU Dublin, HSE, DCC and the GDA – the Grangegorman Estate Management Steering Group (GEMSG). TU Dublin Estates currently manage the day-to-day campus services, with all underground services managed by the Agency.

GEMSG's responsibilities deal with operational protocols and issues including: access to facilities, grounds maintenance, security, gates opening hours, dealing with anti-social behaviour, campus health and safety, site infrastructure, coordination of major site-wide events, managing of car and bike parking, waste management, pest control, and campus signage.

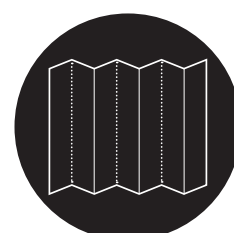
Geothermal Exploration

An exploratory investigation carried out on site by Geological Survey Ireland (GSI) in 2021 discovered positive results at a depth of 1km for the potential of geothermal energy in Grangegorman. Further investigations are required at a depth of 3km to explore the full feasibility of the project. The Agency is working with TU Dublin, Codema and GSI on the project. The Agency has also established a Strategic Advisory Group for Energy (SAGE). At the time of writing, GSI are seeking to secure European funding to progress the geothermal project.

Access

Since its opening in 2021, the Broadstone Plaza has become a primary access point into Grangegorman, connecting the site to the Luas at Broadstone and into the city centre. St Brendan's Way east opens onto the Plaza and is accessible 24/7. The Plaza is managed by DCC. The Agency is engaging with DCC on future plans for the Plaza that hope to enliven the space and provide community amenity.

The Agency is also progressing plans for a prominent access on Prussia Street – the Prussia Street Gate – which is a requirement of the Planning Scheme. The gateway design was initially submitted as part of a third-party Strategic Housing Development (SHD) application to An Bord Pleanála. However, this application was rejected. The Agency is currently progressing plans to submit the gateway on its own for planning permission in 2023.





Clock Tower Stabilisation Works, DCC Visit. Image: Agency

V

Sitewide

Workday HQ

In April 2022 Workday announced their intention to develop their new European Headquarters in Grangegorman, adding a new major stakeholder to the site. Workday are a leading provider of enterprise cloud applications for finance, HR and planning, with over 1,700 people employed in the company's Dublin office currently based in nearby Smithfield.

The planned HQ will comprise c. 55,000 sqm located in two buildings over 4 acres on the eastern boundary of the Grangegorman site, between the East Quad and Broadstone. This area of the site has been designated for mixed-use development in the Grangegorman Planning Scheme and remained in the ownership of the HSE until now. This sale was finalised with Workday at the end of 2022. The initial design of the two buildings by Workday's team has commenced and will be developed throughout 2023.

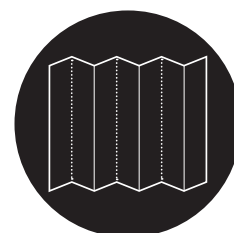
At the time of writing, the project is due to be submitted to DCC for planning permission in September 2023.

Clock Tower

The Clock Tower is one of the oldest surviving buildings on the Grangegorman site. It has a significant heritage that is distinct from other historic buildings in Grangegorman. While parts of the building have been partially refurbished, much of the building is currently derelict and in need of essential stabilisation.

The Agency appointed FKP Architects to lead the Design Team for essential works in late 2021 and in February 2022, Tolmac Construction was appointed to carry out the works. Conservation efforts included extensive repairs to the roof and the walls at the back of the remaining structure, as well as careful restoration of three 5m tall lancet windows on the south façade of the Clock Tower chapel. The programme lasted 8 months and was completed in October 2022. A future project will be necessary at a later phase of development to fully restore the Clock Tower as part of the Masterplan.

At the time of writing, the Agency has secured funding for additional conservation works to the Clock Tower windows.





Artist Garrett Phelan working on the decorative railings for 'THE GOLDEN BANDSTAND - Sculpture'. Image: Agency

VI

Public Art

Public Art Working Group

The Public Art Working Group was established in 2013 to implement the recommendations set out in the Grangegorman Arts Strategy. The group comprises a range of experts from the world of art, architecture, and public services. With the term of Chair Ciaran Benson and Public Art Coordinator Jenny Haughton having come to an end in 2021, the group did not reconvene until December 2022. The Agency appointed Cliodhna Shaffrey as the new Chair of the PAWG. The group is currently focused on developing the brief for a new Public Art Project Manager and Curator to oversee the next phase of public art in Grangegorman.

PAWG membership 2022:

- Cliodhna Shaffrey, Chair
- Christina Kennedy, Senior Curator at Irish Museum of Modern Art (IMMA)
- Jacque Moore, Office of Public Works (OPW)
- John Mitchell, Director, DMOD Architects
- Derek Dockrell, Health Service Executive
- Robert Ballagh, Community Representative
- Terry Prendergast, Planner
- Ruairí Ó'Cuív, Public Art Officer, Dublin City Council
- Nora Rahill, GDA

At the time of writing, Ronan McCrea had just been nominated as the new TU Dublin representative to the PAWG.

The majority of '...the lives we live' initiatives have taken place prior to 2021, however, a number of projects remain to be completed. These are summarised as follows:

Legacy Works (Pathway 1)

Garrett Phelan's 'THE GOLDEN BANDSTAND – Sculpture' to be located between the Greenway Hub and the Central Quad. Progress continued offsite over 2022 with the artist developing the decorative railings and other artistic elements prior to installation on the structural frame currently in situ on site. The artwork is expected to be completed in 2023 with a launch to take place following handover to TU Dublin. In addition, the Arts Council have chosen to video elements of this work for publicart.ie.

Walker & Walker completed their concept Endless Play through collaboration with Heneghan Peng Architects for TU Dublin. This work remains on hold until the West Quad project recommences. The Agency is starting to reengage with artist Fergus Martin on his commission for the HSE as the Residential Care Neighbourhood progresses to planning stage.

Community-based Projects (Pathway 2)

A number of the 17 projects continue in a variety of ways, some interlinking with public events and some developing new iterations elsewhere. For example:

- Louis Haugh's *One Hour Archive* remains accessible as a self-guided walking tour of Stoneybatter.
- In November 2022, Brian Cregan published a book on his residency *The Glass Garden* – this publication is planned to be launched in 2023.

Lending and Acquisitions

The lending scheme at the HSE Primary Care Centre was extended for another year and comes to an end in 2023. The artworks will be returned to the artists or in some cases, may be donated to the Primary Care Centre. The Agency is engaging with the HSE on this process.





Grangegorman Histories hoarding artwork reflecting on the site's past, Aug 2022. Image: Conor Mulhern

VII

Grangegorman Histories

Grangegorman Histories Working Group

Grangegorman Histories is a public history programme of research and shared discovery of the Grangegorman site and surrounding communities. It is jointly led by the Agency and the Royal Irish Academy (RIA). The Grangegorman Histories Expert Working Group is Chaired by Philip Cohen and comprises:

- DCC
- GDA
- HSE
- Local communities
- National Archives of Ireland
- Royal Irish Academy
- TU Dublin

The initial three year programme came to an end in 2022, however, the Agency and all project partners were keen for the programme to continue and a new Implementation Plan for 2022-2025 has since been published. Grangegorman Histories continues to build on its existing bank of digital assets to ensure the programme is publicly accessible.

The programme delivery throughout 2022 is outlined under the pathways People, Places and Practices below.

People

The events and activities delivered in this pathway focused on people and their experiences in relation to the site.

Oral History Pilot Project

A key focus for 2022 was to seek refresher training for volunteer interviewers and to reestablish contact with retired hospital staff for the pilot project. In October, a successful coffee

morning was held in St Laurence's Church with retired staff to take people through the process and gauge interest in the project. As a result, the project now has a number of volunteer participants and work is underway to hold a series of recorded interviews with informed consent.

Schools Engagement

Two schools participated in the schools engagement programme in 2022. Sixth class at Dublin 7 Education Together National School completed visual art responses exploring the legacy of the First World War in Grangegorman and the two sixth classes in St Mary's Primary School explored the history of the Grangegorman site during the Great Famine years. At the time of writing, two further local schools – Presentation Primary George's Hill and St Paul's Secondary CBS indicated interest in developing a project with Grangegorman Histories.

Commissioning

In May, Grangegorman Histories launched a new series - 'Exploring Grangegorman Histories' - a collection of short introductory essays designed to invite interest and further exploration of the themes discussed. Two essays were published in 2022, one exploring the pre-institutional history of the site by Prof. Raymond Gillespie and the second on the treatment of World War I soldiers at the Richmond War Hospital from Eamon Delaney. In addition, two new lives were launched over 2022 as part of 'Grangegorman Lives', a series of historical biographies sourced from Ireland's Dictionary of Irish Biography of people whose lives influenced or were influenced by Grangegorman.





Grangegorman Histories Chair Philip Cohen speaking to the cast of 'The Asylum Workshop' after their inaugural performance. Image: Conor Mulhern

VII

Grangegorman Histories

Collaborating with TU Dublin

Grangegorman Histories supported TU Dublin Conservatoire with a series of online historical talks – ‘Stages of Memory’ - initially developed as student research ahead of a play which became ‘The Asylum Workshop’. The talks, which are all publicly accessible online, reflected on transportation history, the history of mental illness and psychiatric practice in Ireland, and on the range and depth of the Grangegorman records now housed at the National Archives.

The documentary play ‘The Asylum Workshop’ was then developed by playwright Colin Murphy with final year Drama students and performed to a sold-out venue over 3 nights in December. At the time of writing the play had performed an additional 11 performances in June 2023.

Places

Grangegorman is the site of rich architectural and spatial importance with a considerable impact on both the inhabitants and its hinterland.

Support academic research to capture the architecture of Grangegorman

The Working Group worked closely with TU Dublin School of Media to develop a PhD proposal looking at the architectural and social history of the Grangegorman site. The proposal and associated funding structures were developed over 2022. At the time of writing interviews for the successful candidate were being carried out.

Dublin Festival of History

Building on the success of the ‘Timepiece’ podcast sharing the history of the Clock Tower, Grangegorman Histories launched the next edition in the podcast series sharing the history of the Lower House for the Dublin Festival of History. The podcast

was led by architectural historian, Patrick Quinlan and went live on World Mental Health Day on 10 October.

Culture Night

Grangegorman Histories delivered three guided history walking tours of the Grangegorman site led by local historian Dr Ciaran Wallace. Themes included the ambition of the original asylum and penitentiary, the treatment of soldiers during World War 1 (Richmond War Hospital), sporting history, history of education on site, and the history of transportation. The tours received widely positive reviews.

Practices

Historically, Grangegorman has been synonymous with institutional confinement. Examining these institutional practices, their origins, evolution and impact is key to the mission and legacy of this project.

Engage with the HSE and other stakeholders to encourage the development of national protocols for research access and publication of historical mental health records.

The Working Group members continued to engage with the HSE on this important area over 2022. At the time of writing, the protocols have yet to be finalised.

Resources for Further Study

Historian and researcher Dr Grace O’Keeffe was commissioned to undertake a comprehensive review of all published and unpublished material relating to Grangegorman since 1770. ‘Grangegorman Histories: Resources for further study’ is the culmination of that work, and was published in September. It is a collation of primary and secondary resources relating to the histories of Grangegorman and demonstrates the breadth and detail of the recorded histories of this site.





The Academic Hub site, November 2022. Image: Barrow Coakley Photography

VII

Looking Forward

Significant progress on the next phase of the Grangegorman Project was made in 2022 with the Academic Hub & Library commencing construction on site. This will remain an important part of the Agency's work into 2023 as the project progresses. 2023 will also mark the end of the Dublin 7 Educate Together's tenure off Fitzwilliam Place seeing them move into their new school adding another key milestone in realising the Grangegorman Masterplan. This opens up the site of the temporary school for other uses within the development. This will be further explored over 2023.

The Agency plans to continue close engagement with key stakeholders in 2023 as a number of other projects progress. This includes DCC projects such as the new public realm planned for the junction of Rathdown Road and Grangegorman Upper, exploring ways to progress the Prussia Street Gateway and further conservation of the remaining undeveloped Protected Structures.

With Workday the newest major stakeholder to join the Grangegorman development, it is hoped that the Agency will continue to build on the relationships established in 2022. Plans on the new HQ will be developed by Workday's Design Team with support from the Agency to ensure the project is in keeping with the Grangegorman Planning Scheme.

The HSE Residential Care Neighbourhood – which will be the first housing project on site – is expected to receive planning permission by autumn 2023. The Agency will also work with the HSE to develop plans for their remaining site adjacent to Broadstone and the Workday site.

Plans to refresh the campaign for the sale of TU Dublin's Aungier Street property will also be progressed next year. The sale of this property will enable the West Quad to advance. The Agency is also closing out the tender process for a Design Team for Phase 1 Indoor Sports for TU Dublin. The Design Team will be appointed in summer 2023.

2022 was a major recruitment year for the Agency and at the close of the year, the Executive team has grown to include nine new staff across all areas of the Agency. This included dedicated roles for two new positions in the areas of Procurement & Programme, and in Sustainability. This will allow the Agency to further strengthen their work in these critical areas.

Next year will mark the 10-year anniversary of the first project to be completed as part of the redevelopment – the HSE Phoenix Care Centre – and the Agency plans to mark this, along with recent project milestones such as the Central and East Quads in a celebratory event with all stakeholders and project partners.

The completion of Garrett Phelan's 'THE GOLDEN BANDSTAND – Sculpture' in 2023 will close out the first phase of '...the lives we live' and provides the opportunity to reflect on the public art programme to date.

Grangegorman Histories is starting a new three-year implementation plan and the Agency will continue to work with the RIA in leading this valuable programme of discovery over the next few years.

The funding of projects; addressing shortfalls; and enhancing funding methodologies in partnership with our stakeholders will also continue to be key considerations in the on-going success of the Agency.





The Agency's public Climate Action Day with over 20 local and national groups working on sustainability initiatives. Image: Conor Mulhern

SECTION II

IX

Sustainability Context

Context

The Grangegorman Development Agency follows a set of published Mission-Vision-Values to guide its strategies and operations while developing the Grangegorman health, education and community campus. This project aims to address the environmental and social impacts of transforming the northern inner-city area as part of a regeneration effort.

Mission

To transform Grangegorman into a vibrant community that encompasses a world class, integrated and inclusive education, health, and community campus and urban quarter. This will be achieved by delivering a built environment that is in keeping with the Grangegorman Masterplan Vision.

Vision

To be locally and internationally recognised as an exemplar of community urban regeneration focused on education and health.

Values

Our behavioural compass is set by values of Collaboration - Delivery Focused - Design Quality - Integrity - Sustainability

The Grangegorman Sustainability Strategy was first adopted in 2012. It had identified ten sustainability themes which set a number of aims and principles for the Agency to follow in developing the site. A review of this approach was undertaken in 2021, restructuring the Strategy around Six Pillars. These are further described below.

Sustainability Governance

Please refer to Section III Governance of this report.

- In 2022 a new Workforce Plan was developed and approved by DFHERIS. It defined new roles in relation to Climate Action to drive the development and implementation of the Grangegorman Sustainability Strategy. Two new roles were created - a Project Director with responsibility for Sustainability (appointed September 2022) and a dedicated Sustainability Coordinator (appointed January 2023). This new team will work across the Agency to lead and coordinate the development and delivery of the Sustainability Strategy.
- The Agency established a Climate Action Team in 2019. In order to fulfill the necessary reporting obligations outlined in the Climate Action Roadmap, this team has been redefined as the GDA Green Team with representation across all functional areas.





Tree lined allée which is a popular pedestrian area with stakeholders on site. Image: Agency

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Sustainability Context

Sustainability Governance continued.

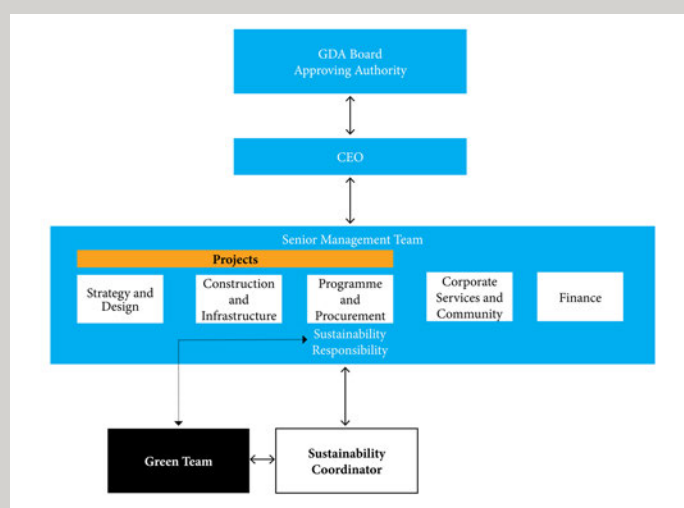


Figure 1 The Agency reporting structure in relation to sustainability across its functions.

As a public sector body, the Agency is required by the Public Sector Climate Action Mandate announced in 2022 to show leadership in climate action under the themes of:

- Our Targets,
- Our People,
- Our Way of Working,
- Our Buildings, and
- Vehicles.

As required, the Climate Action Roadmap for the Agency was developed in December 2022. Its purpose is to align our organisation's activities with the Government's declared greenhouse gas emissions reduction by 51% by 2030 (within the organisation's operations: Scope 1 & Scope 2) and improvement in energy efficiency by 50% by 2030. This document will be continually developed and updated reflecting updated guidance.

The scope of this Roadmap relates to the GDA's corporate footprint. It does not extend to the work of the GDA as a development agency on behalf of our stakeholders. It provides a framework under which the Agency can respond to its corporate responsibilities. As reported under the Climate Action Roadmap 2022 the Agency is on track to achieving our 2030 Green House Gas (GHG) Emissions targets associated with our office premises only having achieved c.72% of target reductions, total 2021 emissions were 24,415 kgCO₂.

Strategy

The 2021 Strategy defined 6 Pillars as the primary routes through which the Agency can fulfill its objectives concerning sustainability:

- I. Buildings
- II. Infrastructure
- III. Energy
- IV. Biodiversity
- V. Social
- VI. Innovation

These pillars were set with reference to the UN Sustainability Goals; our stakeholders' strategy and ambition; and recognising the primary areas of activity and so impact of the Agency. The following pages give an overview of the main activities under each Pillar for 2022.





The new D7 Educate Together School from the campus, October 2022. Image: Conor Mulhern

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Six Pillars Performance

Pillar I - Buildings

Under the strategic Masterplan 380,000 sqm of new and refurbished buildings will be delivered on the Grangegorman site. This presents a significant opportunity to reduce both embodied and operational carbon through design & construction innovation.

Key areas of note for Buildings over 2022 were:

- Construction of the D7ET school continued to progress well in 2022. This is a 24-classroom national school, with an area of 5,100 sqm. The building was designed to the Nearly Zero Energy Building Standard. The renewable energy generated by the PV panels installed in on the school roof is displayed on a monitor in the school foyer for children, teachers and parents to view providing an educational tool within the school.
- The FOCAS Research Institute (Facility for Optical Characterisation and Spectroscopy) completed CWMF Work Stage 1 in 2022 and is on track to achieve the demanding sustainability targets set in the Brief including in relation to embodied carbon.
- The Brief and requirements for phase 1 of the TU Dublin Indoor Sports project was prepared in 2022. The procurement of the Design Team was initiated on the basis of clear and ambitious sustainability requirements, criteria and targets.
 - Energy Use Intensity (indicative target <30kWh/m²/yr)
 - Building fabric heating demand (indicative target >15kWh/m²/yr)
 - Indicative embodied carbon limit (indicative target 550 kg/co₂e/m²)
 - Distinct Life Cycle Assessor role (evaluated as part of tender process)
 - Distinct Sustainability Champion role (evaluated as part of tender process)





The public water station in situ, September 2022. Image: Agency

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Six Pillars Performance

Pillar II - Infrastructure

The 73-acre campus affords an opportunity for the Agency to develop best practice infrastructure solutions to serve the needs of the campus and buildings for power, energy, water management, transport connections and data distribution. The key sustainability related activity for this pillar in 2022 is outlined below.

As water is a precious resource, it is important that the redevelopment of the site incorporates conservation and sustainability measures in relation to the treatment of water.

- A Watermain and Leak Detection Audit and Report was commissioned to assess the integrity, usage, and potential leakage of the Grangegorman Site Watermain. This contract aims to provide a comprehensive understanding of the watermain network, including the as-built layout of the existing network, water depletion caused by leaks and the necessary repairs to fix them.
- The D7ET project implemented the Sustainable Urban Drainage Systems (SUDS) strategy to reduce, treat and slow down rainwater runoff from the site. The Agency team also facilitated engagement with D7ET, the Design Team and the 'Bí Urban' to allow for retrofitting 'Raingarden Planters'- planters for retaining stormwater and enhancing biodiversity. These are to be installed in 2023.

- A rainwater harvesting system was installed in the D7ET as a source of non-potable water for toilet flushing.
- The Agency's Climate Action Team spearheaded the installation of a water station in the Grangegorman public space. The initiative was made possible through funding provided by the Agency and executed by TU Dublin in September 2022. This Irish-designed and manufactured water station grants access to clean drinking water but also effectively reduces the usage of plastic bottles and their associated waste. Consumption data is collected and monitored under specific headings.

Month	Volume (Liters)	Bottles Saved	Plastic Mitigation (KG)	Carbon Footprint (KG)
September	133	266	5.852	21.9
October	114	228	5.016	18.7
November	109	218	4.796	17.9
December	50	100	2.2	8.2





Initial exploratory borehole for geothermal on site, 2021. Image: Agency

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Six Pillars Performance

Pillar III - Energy

The Agency continues to work with our stakeholders to ensure delivery of assets that will support the drive to meet our National emissions targets as well as our strategic objectives.

In order to ensure that low-carbon assets are provided to our stakeholders, the decarbonisation of energy and in the first instance the District Heating Network, powered via the Energy Centre, is a critical and necessary development.

A Grangegorman Sustainable Energy Project Board was established in 2022 to coordinate action and advise on strategic direction to assist the campus achieve its goal of being carbon zero along with complying with all other legislative sustainable targets.

Under the direction of this group, which includes representation from stakeholders, the GDA are working with Codema (Dublin's Energy Efficiency Agency) to develop a Sustainable Energy Strategy for the Campus that will focus on decarbonisation of the Energy Centre (currently run on natural gas boilers). It is anticipated that this work will be completed at the end of 2023, although some final conclusions will be dependent on work to establish the potential of harnessing renewable energy from a deep geothermal borehole on the site.

The Agency also continued to work with TU Dublin, GSI and Codema over 2022 to progress the potential of geothermal energy at Grangegorman. Practical application of deep ground energy for the campus district heating system would provide a sustainable and renewable solution for a number of stakeholders on the Grangegorman site.





Biodiversity Scavenger Hunt as part of the Agency's Climate Action Day, June 2022. Photo: Conor Mulhern

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Six Pillars Performance

Pillar IV - Biodiversity

The development of the Grangegorman site presents a great opportunity to enhance the green landscape value of a Dublin City centre site, protect its remaining authentic biodiversity resources, promote and support local engagement and support the implementation of the All-Ireland Pollinator Plan.

Key biodiversity actions over 2022 included:

- 24 new Swift bird boxes were integrated into the new primary school in 2022. This follows positive engagement with 'Bird Watch Ireland' and previous installations of the swift boxes in the Lower House. This requirement has since been included in the Technical Requirements for projects across the site and will be rolled out for other projects.
- On 18 June 2022 the GDA Communications Team organised a Climate Action Day in Grangegorman as part of the Stoneybatter Festival. The aim of this event was to bring together people active in sustainability initiatives in the Grangegorman neighbourhood and to raise awareness of their work with each other and the wider community. One of the complementary activities was a Biodiversity Tour and site-specific biodiversity Scavenger Hunt for children.





Construction workers on the D7ET School site, March 2022. Image: Conor Mulhern

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Six Pillars Performance

Pillar V - Social

This Pillar focuses on how the GDA affects workers along the value chain, local communities, stakeholders, and end users. It encompasses the GDA impacts, involvements and actions undertaken.

Workers in the value chain

In 2022, Ganson Building & Civil Engineering Contractors Ltd (Dublin 7 Educate Together Primary School), OHLA Townlink (Academic Hub) and Tolmac Construction Ltd (Clock Tower) were the main contractors on site. The first two achieved 12% local employment. The Clock Tower work was a short-term, very specialised project, so the available local skillset didn't match the requirements. While the Grangegorman Employment Charter has a target for contractors of 20% new opportunities for local employment, it should be noted that this can be difficult to achieve when a tightened labour market is close to full employment, and where projects yield a modest amount of employment opportunities

Affected communities

The Agency's remit is to transform an enclosed 73 acre site into an open city quarter - an integrated and inclusive education, healthcare and community campus. This is achieved through ongoing meaningful engagement and collaboration with Grangegorman's stakeholders – the people who make this space a place. Under the Five Year Strategy 2021-2026, the Agency is continuing to address the social and cultural aspects of the Masterplan Vision through the Public Art and Grangegorman Histories projects, the continued implementation of the Local Employment Charter and ongoing involvement in initiatives such as Grangegorman ABC.

A full description of community and cultural activities for 2022 can be found in :

Chapter IV – Community

Chapter VI – Public Art

Chapter VII – Grangegorman Histories





Minister for Housing Darragh O'Brien TD launches the new National Policy for Architecture in Grangegorman, May 2022.

Pictured l-r: Ger Casey, Agency; Minister Malcolm Noonan TD, Minister of State for Heritage & Electoral Reform; Valerie Mulvin, McCullough Mulvin Architects; Minister Darragh O'Brien TD, Minister for Housing; and Conor Sreenan, Agency.

Image: Photographic Archive, National Monuments Service, Government of Ireland

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Six Pillars Performance

Stakeholders and end-users

The Agency is proactive in sharing expertise and professional knowledge with Stakeholders, students and the public. Below is a selection of events and conferences the Agency participated in over 2022.

March:

- During the TU Dublin Green week, the Communications Manager and the Director of Construction and Infrastructure presented sustainable infrastructure and social sustainability of the Grangegorman project to EHSL.
- The Agency hosted DHLHG for a presentation and tour of the successful implementation of an SDZ – the group included senior planners/ decision makers.
- The Agency contributed to the RIAI Conservation / Meet the Craftsman CPD Series, where the GDA Director and the Conservation Architect Grainne Shaffrey discussed the topic of Conservation within large-scale urban development on the example of the Grangegorman Campus.

April:

- The Agency hosted a visit and workshop, 'Grangegorman Place-making' for the Queens University Dept. for Communities Northern Ireland Executive.
- The Agency contributed to studio reviews/ critiques for TU Dublin School of Architecture, Building and Environment students.

August:

- The Agency took part in the formal interview/poll as contribution to the RIAI 5 Year Strategy.

September:

- The Agency formally contributed to the RIAI Modern Methods of Construction and Design for Manufacture and Assembly Policy.

November:

- The Agency presented two lectures as a formal contribution to the Education Buildings Conference on the topic of Digital Transformation and the Future Education Campus and Inspiring Tertiary Education Spaces.
- The CLC Networking Event introduced different facilities and areas within Grangegorman to the community with the aim of creating new links between the new and existing Grangegorman communities. Among others, representatives from TU Dublin Conservatoire, Sport, Sustainability, Innovation, Students Learning with Communities, Environmental Chemistry, ESHI, National Optometry Centre, Grangegorman Histories, Grangegorman ABC and HSE Primary Care Centre were in attendance.

December:

- The Agency contributed with a formal presentation to the OGP Public Procurement Client Conference where a range of expert speakers highlighted innovative plans in the public procurement space.





Conkers from some of Grangegorman's retained mature trees, autumn 2022. Image: Agency

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Six Pillars Performance

Pillar VI - Innovation

Mitigating Impacts along the Value Chain

The Agency has a responsibility to deliver energy-efficient and low-embodied carbon assets to our stakeholders. Further to our commitment to obligations under the Climate Action Mandate relating to Scope 1 and 2 GHG emissions, the Agency seeks to understand, target, and reduce Scope 3 GHG emissions. While these exist beyond our current reporting obligations, they constitute a significant aspect of holistic planning for a sustainable future.

In this context, Scope 3 emissions include the currently unregulated area of embodied carbon as part of the whole life cycle of projects. In line with planned updates at EU level to the Energy Performance of Buildings Directive (EPBD) it is anticipated that regulation around embodied carbon will be forthcoming within the next few years. The Agency is preparing for this eventuality and has engaged in a process of tracking whole life carbon of site developments and establishing benchmarks to allow improvements to be targeted.

In 2022, the Agency commissioned a number of Life Cycle Assessment studies across a series of building typologies of various stages of development. The Agency's objective in this work is to gain insight into the embodied carbon contribution across our development projects, develop targets and drive reductions.

In addition, the Agency has contributed, through the work described above counting embodied carbon, to the INDICATE Project. The objective of this Project is developing a national methodology, fully aligned with EU Level(s) Framework, for Life Cycle Assessment affording greater comparability and learnings and accelerating integration of Whole Life Carbon into regulation. The Project will be delivered through Construct Innovate with the University of Galway, the Irish Green

Building Council and University College Dublin supported by Sustainable Energy Authority of Ireland (SEAI).

Green Public Procurement

Public Procurement can be treated as a tool to specify environmentally friendly practices and products. By incorporating green criteria in its process, procurement pushes the market to innovate, be transparent and accelerate the transition to the green economy.

Key actions over 2022 included:

- The inclusion of policy and procedures aligned to the EPA's 'Green Public Procurement Guidance for the Public Sector' in the Agency's Procurement Policy.
- The Agency became the first Public Sector Body to enter into the Irish Green Building Council commitment of intent to incorporate EU Level(s) indicators into our procurement process in November 2022. This includes Life Cycle Assessment, Life Cycle Costing, Circularity, and Indoor Air Quality sustainability indicators. It is anticipated that by introducing green criteria in our procurement in relation to the above sustainability indicators and targets, our Scope 3 whole-life carbon impacts will be better monitored and reduced.
- Development of the Procurement for the TU Dublin Indoor Sports Project incorporated indicators, requirements and criteria aligned to Green Public Procurement and the EU Level(s) Framework. This is referenced in greater detail under the 'Buildings Pillar'.





Pocket of biodiversity on site by the Clock Tower. Image: Agency

XI

Risks and Targets

Risks

The Agency has adopted a Risk Management system which identifies and reports on key risks. Each year the Board set objectives and KPIs for the year ahead based on the Agency's published Five Year Strategy Statement 2021-2026 and monitor progress against these KPIs. Risk management includes the managing and reporting by the Executive to the Board on meeting strategic objectives including in relation to sustainability. While these strategic documents detail objectives and related KPIs particular to Sustainability, the Agency acknowledge the necessity to continue to embed Sustainability thinking across all our activities and processes. Governance structures aligned to new roles and the development of whole organisation training programmes is supporting this development.

Metrics and Targets

The Agency continues to develop and improve suitable metrics to measure progress under the six pillars. For Buildings, the measure of success is the amount of carbon used per square meter of construction with NZEB being the measure for ongoing use of the buildings. While NZEB is well understood, techniques for measuring embodied carbon are less developed. The Agency is working with design teams to develop suitable metrics and this work is described further under Pillar VI Innovation.

Key points of note for 2022 included:

- The Baseline Life Cycle Assessment of designed buildings exercise allowed us to establish a new embodied carbon target for procurement of future buildings. This is referenced above under both the Buildings and Innovation Pillars.
- Further indicative performance targets are set on a project basis reflecting the overall strategy, the most recent example of these relating to the new TU Dublin Indoor Sports Centre (see Pillar 1- Buildings)
- At the end of 2022, the GDA recorded through the SEAI 'Gap to Target' analysis tool that we are on track to achieving the required reductions set against our 2018 benchmark. The Agency has relocated to a more energy-efficient office space which has contributed significantly to our emission reductions to date. The Agency's Green Team continues to work within our organisation and with our landlord (TU Dublin) to address this challenge and drive further reductions.
- As stated above, the Agency became the first public sector signatory of the Irish Green Building Councils commitment to incorporate EU Level(s) framework into our Project procurements providing consistency of methodology. EU Level(s) does not provide metrics or targets; these are developed by the Agency in line with Level(s) macro-objectives and indicators.





Open House Tours, October 2022. Image: Conor Mulhern

Section III

XII

Governance

Disclosures and Statutory Reporting

Freedom of Information

The GDA came under the Freedom of Information Act in 2015. As of the end of 2022 the Agency has processed 23 requests under this Act.

Oireachtas Queries

As per the Code of Practice for the Governance of State Bodies 2016, the Agency has put in place protocols for the provision of information to members of the Oireachtas. The Agency will report annually on compliance with these protocols and all requests for information and their responses (where appropriate) will be published on our website. There were no requests for information from an Oireachtas member during 2022.

Protected Disclosures Act 2014

As a public body, the Grangegorman Development Agency is required under section 22 of the Protected Disclosures Act 2014 to publish an annual report in relation to the number of protected disclosures made to it in the preceding year, and the action taken in response to any such protected disclosures. No protected disclosures were made to the Agency in the period 1 January 2022 – 31 December 2022.

The General Data Protection Regulation

The General Data Protection Regulation Data Protection Law in the EEA is governed primarily by the General Data Protection Regulation (EU/2016/679) (the “GDPR”). The

Agency is responsible for compliance with the GDPR for all data subsets. The core personal data processing activities carried out by the Agency are subject to the GDPR. As of the end of 2022 the Agency has processed 1 request under this Act.

2018 Code of Conduct for Persons Carrying on Lobbying Activities

As of 1st January 2019 the Code of Conduct for Persons Carrying on Lobbying Activities applies to the Agency.

Irish Human Rights and Equality Act 2014

The Agency is also responsible for compliance with the Public Sector Equality and Human Rights Duty (‘the Duty’). This places a statutory obligation on public bodies to protect the human rights of those to whom they provide services; and to staff when carrying out their daily work.

Official Languages Act 2003

The Official Languages Act 2003 (Public Bodies) Regulations 2019 (S.I. No. 230 of 2020) brings the GDA under the scope of the Act with effect from 25 June 2020.



Section III

XIII

Financial Statements

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Board Members and Other Information

Board Members

Mr Paul O'Toole	Chairperson	(appointed 14 January 2020 & re-appointed 13 January 2023)
Mr Gerrard Casey	Chief Executive Officer	
Mr David Conway		(appointed 14 January 2020 & re-appointed 14 January 2023)
Mr Joe Costello		(appointed 15 September 2021 & resigned 28 June 2023)
Mr Jim Curran		(re-appointed 9 September 2021)
Ms Elva Duffy BL		(re-appointed on 8 January 2021 & resigned 14 October 2022)
Dr Paul Horan		(appointed 20 May 2021)
Ms Penelope Kenny FCA		(re-appointed 9 September 2021 & term concluded 8 September 2023)
Mr Ciaran McCaffrey		(re-appointed 9 September 2021)
Mr Jack MacGowan		(re-appointed 9 September 2021)
Ms Mellany McLoone		(re-appointed 9 September 2021)
Mr Luke McManus		(appointed 15 September 2021)
Dr Susan O'Shaughnessy		(re-appointed 9 September 2021)
Prof Terri Scott		(re-appointed 9 September 2021)
Ms Deirdre Scully		(appointed 15 September 2021)
Ms Julie Herlihy		(appointed 22 August 2023)



Board Members and Other Information

REGISTERED OFFICE: 4th Floor, Park House Grangegorman
191 North Circular Road
Dublin 7
D07 EWV

AUDITORS Comptroller and Auditor General
3A Mayor Street Upper
Dublin 1
Dublin 01 PF72

BANKERS:	Bank of Ireland	AIB plc
	College Green	1 Lower Baggot Street
	Dublin 2	Dublin 2
	D02 VR66	D02 X342

National Treasury Management Agency
Treasury Dock
North Wall Quay
Dublin D01 A9T8

SOLICITORS: McCann Fitzgerald
Riverside One
Sir Johns Rogerson's Quay
Dublin D02 X576



Governance Statement

Governance Statement and Grangegorman Development Agency Members' Report Governance

The Grangegorman Development Agency (GDA) was established under the GDA Act 2005 for the purpose of developing the Grangegorman site for the benefit of TU Dublin, HSE and the local community. The Board is accountable to the Minister for Further and Higher Education, Research, Innovation and Science and the matters reserved for Board decisions as per its enabling legislation are listed below. Operational management and day to day control is the responsibility of the CEO (Accounting officer under the Act) and the executive team. The CEO acts as a direct liaison between the Board and management of the GDA.

The GDA operates under a Corporate Governance framework that reflects best practice and is aligned with the strategic and operational needs of our stakeholders and the Grangegorman Development Agency Act 2005. The Agency is subject to the Code of Practice for the Governance of State Bodies.

The Agency consists of 15 members appointed by the Minister for Further and Higher Education, Research, Innovation and Science, one of whom is appointed as Chairperson.

Agency Responsibilities

The work and responsibilities of the Agency are set out in the Grangegorman Development Agency Act 2005.

The aim of the Act is to facilitate the development of the 73 acre Grangegorman site in Dublin as a modern campus for TU Dublin, to provide the HSE with upgraded primary health and social care facilities and to provide community access /facilities.

The GDA's overall function is to project manage the development in an integrated and sustainable manner. In broad terms, the functions of the Agency are to:

- Accept the Grangegorman site and TU Dublin properties;
- Prepare a strategic plan;
- Decide appropriate procurement strategy;
- Consult with relevant organisations, representative groups and the local community;
- Carry out construction;
- Return properties to HSE/ TU Dublin and any other educational body.

Section 33(4) of the Grangegorman Development Agency Act 2005 requires the accounts of the Agency for each financial year to be kept in such a form and manner as may be specified by the Minister and be prepared by the CEO and approved by the Agency as soon as



Governance Statement

practicable after the end of the financial year to which they relate for submission to the Comptroller and Auditor General for audit.

In preparing the financial statements the Agency is required to:

- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards, including Financial Reporting Standard No. 102, (FRS 102), have been followed subject to any material departures disclosed and explained in the financial statements;
- Disclose and explain any material departures from applicable accounting standards;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Agency will continue in business.

The Board confirms it has complied with the above requirements in preparing the financial statements. The Board is also responsible for safeguarding the assets of the Agency and for taking reasonable steps to prevent and detect fraud and other irregularities.

The Agency is responsible for keeping adequate accounting records which disclose, with reasonable accuracy at any time, its financial position and enables it to ensure that the financial statements comply with Sections 33 - 36 of the GDA Act 2005.

Matters reserved for the Board

- Approval of the long-term objectives and strategies of the GDA;
- Establishment, terms of reference, membership, procedures and dissolution of Board committees;
- Establishment and dissolution of the Consultative Group (Section 22 GDA Act 2005);
- Approval of the annual report and accounts of the GDA;
- Confirm annually to the Minister that the State Body has a system of internal financial control in place;
- Adoption of Strategic Plan (Section 12(4) GDA Act 2005);
- Implementation of adopted strategy through annual planning and budgeting cycle;
- Approval of the annual plan and budget, and formal evaluation of performance by reference to the plan and budget on an annual basis for inclusion in the annual report where appropriate;



Governance Statement

- Borrowing by the GDA (Section 15 GDA Act 2005);
- Determination of contract award procedures for GDA Service, Supply and Works Contracts, in line with procurement procedures;
- Review of the GDA's overall corporate governance arrangements and terms of reference of sub committees;
- Approve the risk management framework and monitor its effectiveness. The Board should review material risk incidents and note or approve management's actions, as appropriate;
- Approval of the appointment of, and succession planning for, the CEO;
- Determining strategic policy with respect to the prosecution, defence or settlement of litigation;
- Acquisition and disposal of land, interest in land or any other property subject to the consent of the Minister for Further and Higher Education, Research, Innovation and Science (Section 8(2) GDA Act 2005);
- Acquisition, disposal and retirement of assets with an anticipated value at or above a threshold level of €150,000;
- Preparation of superannuation scheme for submission to the Minister for Further and Higher Education, Research, Innovation and Science and approval of significant amendments to the scheme (which may require Ministerial approval);
- Responsibility for delegating authority levels, treasury and risk management policies;
- Ensuring compliance with statutory and administrative requirements in relation to the approval of the number, grading, and conditions of appointment of all staff, in line with Department of Public Expenditure, NDP Delivery and Reform circulars and sanctions;
- Acquiring shares in limited liability companies to exploit any research, consultancy or development work undertaken by the Agency (Section 9(1) (b) GDA Act 2005);
- Vesting of lands and premises to be occupied by the HSE, the TU Dublin or other educational body, at the completion of the construction phase, into the ownership of the respective authority, institute or other body (Section 9(1) (l) GDA Act 2005);
- Review of its own operation and seek to identify ways of improving its effectiveness and identify if there are gaps in competencies and ways these could be addressed;
- In addition to regular meetings of the Agency members, the CEO holds regular formal meetings with the stakeholders including the relevant Department, TU Dublin and the HSE.

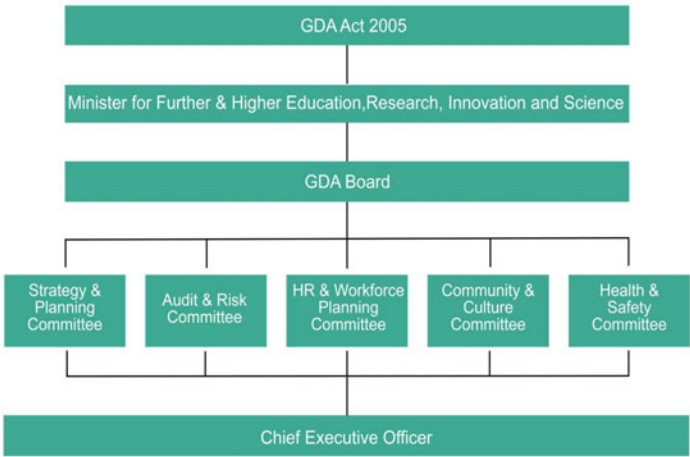


Governance Statement

Agency Governance Cycle



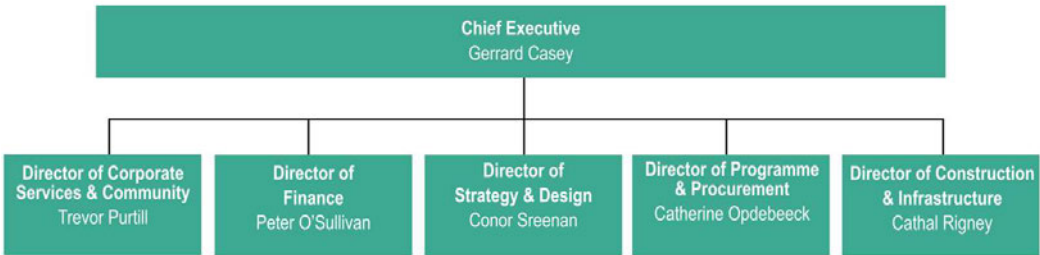
Agency Structure
Organisational Structure of the GDA





Governance Statement

Senior Management Team





Governance Statement

Agency Structure

The Agency consists of a Chairperson and 14 ordinary members, all of whom were appointed by the Minister for Further and Higher Education, Research, Innovation & Science. The Members of the Agency are appointed for a period not exceeding three years and meet on a regular basis (excluding the month of August). The table below lists the Agency members serving during 2022, and the respective appointment and resignations dates.

Agency Member	Nominated By	Date Appointed
Mr Paul O'Toole (Chairperson)	Minister for FHERIS	Re-appointed 13 January 2023
Mr Gerrard Casey (CEO)	Minister for FHERIS	13 July 2016
Mr David Conway	Minister for FHERIS	Re-appointed 14 January 2023
Cllr Joe Costello	CE DCC	Appointed 15 September 2021 & resigned 28 June 2023
Mr Jim Curran	Minister for Health	Re-appointed 9 September 2021
Ms Elva Duffy BL	Minister for FHERIS	Re-appointed 8 January 2021 & resigned 14 October 2022
Dr Paul Horan	President TU Dublin	Appointed 20 May 2021
Ms Penelope Kenny FCA	Minister for FHERIS	Re-appointed 9 September 2021 & term concluded 8 September 2023
Mr Ciaran McCaffrey	Minister for FHERIS	Re-appointed 9 September 2021
Mr Jack MacGowan	Minister for FHERIS	Re-appointed 9 September 2021
Ms Mellany McLoone	Minister for Health	Re-appointed 9 September 2021
Mr Luke McManus	Community	Appointed 15 September 2021
Dr Susan O'Shaughnessy	President TU Dublin	Re-appointed 9 September 2021
Prof Terri Scott	Minister for FHERIS	Re-appointed 9 September 2021
Ms Deirdre Scully	CE DCC	Appointed 15 September 2021
Ms Julie Herlihy	Minister for FHERIS	Appointed 22 August 2023

The Agency has established five committees, as follows:

1. Audit and Risk Committee: comprises four Agency Members. The role of the Audit and Risk Committee (ARC) is to support the Agency in relation to its responsibilities for issues of risk, control and governance and associated assurance. The ARC is independent from the financial management of the organisation. In particular the ARC ensures that the internal control systems, including audit activities, are monitored actively and independently. The ARC reports to the Agency after each meeting, and formally in writing annually.



Governance Statement

The Members of the ARC in 2022 are:

Penelope Kenny FCA (Chairperson), David Conway, Ciaran McCaffrey, and Elva Duffy (resigned 14 October 2022)

The ARC held 4 meetings in 2022.

2. Health & Safety Committee: comprises five Agency Members. The role of the Health & Safety Committee (H&SC) is to monitor and review existing health and safety procedures and provide strategic direction and leadership to ensure the safe delivery of the Grangegorman project. The H&SC sets out to assist in achieving the GDA vision “Our aim is to adopt a collaborative Health & Safety approach across boundaries”. Recommendations from the committee are submitted to the Board.

The Members of the H&SC in 2022 are:

Ciaran McCaffrey (Chairperson), Dr Paul Horan, Mellany McLoone, Luke McManus and Susan O’Shaughnessy.

There were 3 meetings of the H&SC in 2022.

3. Strategy & Planning Committee: comprises six Agency Members. The role of the Strategy & Property Committee (SPC) is to monitor and review the delivery of the Strategy & Property Disposal Plan, in particular items which have the potential to impact on the Planning Scheme or the Strategic Plan; consider and advise on potential opportunities and challenges for the Agency; consider and advise on opportunities or initiatives to promote the project; report to the Board on issues arising and the strategy options that are available.

The Members of the SPC in 2022 are:

Jack MacGowan (Chairperson), David Conway, Jim Curran, Dr Paul Horan, Prof Terri Scott and Ms Deirdre Scully.

There were 4 meetings of the SPC in 2022.

4. HR & Workforce Planning Committee: comprises four Agency Members. The role of the HR & Workforce Planning Committee (HRWC) is to advise the Agency and make recommendations on workforce matters. The HRWC reports to the Agency after each meeting, and formally in writing annually.

The Members of the HRWC in 2022 are:

Mellany McLoone (Chairperson), Jim Curran, Prof Terri Scott. Penelope Kenny’s membership term ended in January 2022.

There were 4 meetings of the HRWC in 2022.



Governance Statement

5. Community & Culture Committee: was created in 2022 and comprises six Agency Members. The terms of reference for the Community and Culture committee will be to consider matters, at a strategic level, arising from the work of the Consultative Group, the Community Liaison Committee, the Grangegorman Local Labour Forum, the Public Art Working Group, the Grangegorman Histories Group. The new committee considers strategic aspects of the GDA mission in respect of these areas and will advise the Board accordingly.

The CCC reports to the Agency after each meeting, and formally in writing annually.

The Members of the CCC in 2022 are:

Joe Costello (Chairperson) (resigned 28 June 2022), Elva Duffy (retired 14 October 2022), Penelope Kenny, Luke McManus, Susan O'Shaughnessy and Deirdre Scully.

There were 3 meetings of the CCC in 2022.

New Board Members

The GDA has an induction process for new Board Members. It is designed to ensure they are familiar with the statutory obligations of the Agency and how the Board conducts its business. It includes relevant briefing material, details of the Agency's strategic plans, and also includes a programme of main Board and sub-committee meetings.

Schedule of Attendance, Fees and Expenses

A schedule of attendance at the Agency Board and committee meetings for 2022 is set out below, including the fees and expenses received by each Member:

Board and Board Committee members and meeting attendance in 2022								
	Board	Audit & Risk attendance	Health & Safety	Strategy & Property	Human Resources & Workforce Planning	Community & Cultural	Fees € 2022	Expenses € 2022
Number of meetings	7	4	3	4	4	3		
Mr Paul O'Toole	7						8,978	
Mr Gerrard Casey	7							829
Mr David Conway	6	4		4			5,985	
Cllr Joe Costello	7					3 (Chair)	5,986	
Mr Jim Curran	7			3	2		3,084	478
Ms Elva Duffy BL	4 (6)	3 (3)				2 (2)	4,719	
Dr Paul Horan	7		3	4				
Ms Penelope Kenny FCA	7	4 (Chair)			1 (1)	3	5,986	
Mr Ciaran McCaffrey	6	4	3 (Chair)					
Mr Jack MacGowan	6			4 (Chair)			5,986	
Ms Mellany McLoone	7		2		4 (Chair)			
Luke McManus	6		1			3	5,986	
Dr Susan O'Shaughnessy	7		3			3		
Prof Terri Scott	5			4	2 (3)		5,986	695
Deirdre Scully	7			4		3		
Total							52,696	2,002
() = the maximum no. of meetings it was possible to attend. otherwise, the maximum number was possible.								



Governance Statement

The following members of the Agency, Dr Paul Horan, Mr Ciaran McCaffrey, Ms Mellany McLoone, Dr Susan O'Shaughnessy and Ms Deirdre Scully did not receive a fee under the One Person One Salary (OPOS) principle. Mr Gerrard Casey, as CEO, did not receive a fee.

Key Personnel Changes

On 12 September 2022, Catherine Opdebeeck, was appointed Director of Programme & Procurement. Following the resignation of Dominick Healy in July 2022, a new Director of Construction & Infrastructure Cathal Rigney was appointed in October 2022. On 24 July 2023, Trevor Purtill was appointed as the Director of Corporate Services and Community.

Gender Balance in the Board membership

As at 31 December 2022, the Board had 5 (36 %) female and 9 (64 %) male members. The Board therefore did not meet the Government target of a minimum of 40% representation of each gender in the membership of State Boards.

The gender balance of the Board is taken into account when new appointments are being considered by the Department.

Disclosures Required by Code of Practice for the Governance of State Bodies

The Agency is responsible for ensuring that the Grangegorman Development Agency has complied with the requirements of the Code. The following disclosures are required by the Code:

Employee Short-term Benefits Breakdown

Employee benefits breakdown is disclosed in note 7 of the financial statements.



Governance Statement

Consultancy Costs

Consultancy costs include the cost of external advice to management.

	2022	2021
	€'000	€'000
Legal advice	25	265
Design consultancy	2,587	2,089
Professional fees	0	32
Health & Safety Advice	<u>39</u>	<u>37</u>
Total Consultancy Costs	<u>2,651</u>	<u>2,423</u>
Contract	130	131
Project Costs	138	963
Current Overheads	-	37
Capitalised	<u>2,383</u>	<u>1,292</u>
Total	<u>2,651</u>	<u>2,423</u>

Legal Costs and Settlements

There were no legal settlements in either 2022 or 2021. However, in 2021 the Agency did incur €260k expense on legal advice dealing with a claim from Eriugena (PPPCo) against the Minister of DFHERIS as the contracting party in respect of variations and delays in the delivery of the PPP Quad's.

Travel and Subsistence Expenditure

Travel and subsistence expenditure is categorised as follows:

	2022	2021
	€	€
Domestic		
Agency Board Members & CEO	1,462	0
Employees	<u>40</u>	<u>495</u>
International*		
Agency Board Members	0	0
Employees	<u>0</u>	<u>0</u>
Total	<u>1,502</u>	<u>495</u>



Governance Statement

*In 2022 and 2021 no payment was required to be made to the Climate Action Fund to offset the carbon emissions associated with official air travel.

Hospitality Expenditure

The Income and Expenditure Account includes the following hospitality expenditure:

	2022 €	2021 €
Staff & Board hospitality	3,474	914
Stakeholder hospitality	1,497	654
Client hospitality	0	0
Total	<u>4,971</u>	<u>1,568</u>


Statement of Compliance

The GDA reviews annually its level of compliance with the code of practice for the governance of state bodies and where necessary, puts in place arrangements to ensure compliance. It also has agreed a small number of derogations with the DFHERIS.

Derogations have been agreed on:

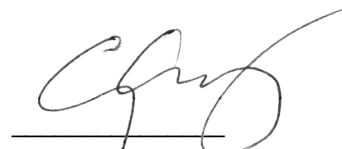
- (i) Secretary of the Board: On the basis that the GDA Act supersedes the Code of Practice and those functions that are typically carried out by a Company Secretary are delegated by the CEO and performed by Corporate Services and other Executive Staff. All statutory functions have been undertaken, as per the GDA Act 2005, by the Chairperson, the Board and the CEO,
- (ii) Annual Report: Deadline for publication of annual report and financial statements. Deadline extension has been agreed until the later of six months from year end or one month following signing of the Financial Statements by the C&AG.

On behalf of the Members of the Agency:


Mr Paul O'Toole

Chair

Date: 06.09.2023


Mr Gerrard Casey
Board Member

Date: 06.09.2023



Statement on Internal Control

Scope of Responsibility

On behalf of the Grangegorman Development Agency, we acknowledge the Agency's responsibility for ensuring that an effective system on internal control is maintained and operated. This responsibility takes account of the requirements of the Code of Practice for the Governance of State Bodies.

Purpose of the System of Internal Control

The System on Internal Control is designed to manage risk to a tolerable level rather than to eliminate it. The system can therefore only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded and that material errors or irregularities are either prevented or detected in a timely way.

The System on Internal Control, which accords with guidance issued by the Department of Public Expenditure, NDP Delivery and Reform (DPENDPR), has been in place in the Agency for the year ended 31 December 2022 and up to the date of approval of the financial statements.

Capacity to Handle Risk

The Agency has an Audit and Risk Committee ("ARC") comprising four Members of the Agency with financial and audit expertise. The ARC met four times in 2022.

The Agency engages an independent Internal Auditor that operates in accordance with the terms of reference for the ARC and reports to the ARC. An Internal Audit Plan is approved by the ARC and revised annually. The Internal Audit Plan is developed using a risk based approach.

The Agency has set the organisation's risk appetite and this is laid out in a Risk Appetite Statement included in its Risk Management Policy. The ARC has developed a Risk Management Policy which sets out the Risk Management Processes in place and details the roles and responsibilities of staff in relation to risk. The policy has been issued to all staff who are expected to work within the Agency's Risk Management Policies, to alert management on emerging risks and control weaknesses and assume responsibility for risks and controls within their own area of work.

Risk and Control Framework

The Agency has implemented a Risk Management System which identifies and reports key risks and the management actions being taken to address and, to the extent possible, to mitigate those risks.



Statement on Internal Control

Risk management is a standing item on the agenda of both the ARC and the Agency. A Risk Register is in place which identifies the key risks facing the Agency and these have been identified, evaluated and graded according to their significance. The Agency, on a quarterly basis, review all the risks identified on the Risk Register and the management plan for mitigating the identified risks. Risks identified throughout the year are added to the Risk Register on an on-going basis. In addition, the high ranking risks (those rated as red), new risks and changing risks on the Risk Register are reviewed at least four times a year by the Agency. The outcome of these assessments is used to plan and allocate resources to ensure risks are managed to an acceptable level.

The Risk Register details the controls and actions needed to mitigate risks and responsibility for operation of controls assigned to specific staff. I confirm that a control environment containing the following elements is in place:

- Procedures for all key business processes have been documented;
- Financial responsibilities have been assigned at management level with corresponding accountability;
- There is an appropriate budgeting system with an annual budget which is kept under review by senior management and the Agency;
- There are systems aimed at ensuring the security of the information and communication technology systems; and
- There are systems in place to safeguard the Agency's assets.

Ongoing Monitoring and Review

Formal procedures have been established for monitoring control processes and control deficiencies are communicated to those responsible for taking corrective action and to management and the Agency, where relevant, in a timely way. I confirm that the following ongoing monitoring systems are in place:

- Key risks and related controls have been identified and processes have been put in place to monitor the operation of those key controls and report any identified deficiencies;
- Reporting arrangements have been established at all levels where responsibility for financial management has been assigned; and
- There are regular reviews by senior management and the Agency of periodic and annual performance and financial reports which indicate performance against budgets and/or forecasts.



Statement on Internal Control

Procurement

We confirm that the Agency has suitable procurement policies and procedures in place to ensure good practice and substantive compliance with relevant procurement guidelines, regulations and the Public Spending Code.

We further confirm that, in 2022, the Agency substantially complied with these procedures, except for one instance, noted below, for procurements in excess of €25,000.

A contract for provision of Engineering Consultancy services for a value of up to an amount of €36,000 was entered into in Feb 2022 without going through a full procurement process. The Agency required essential urgent temporary support with appropriate knowledge in this technical area. A longer term procurement of a compliant framework to satisfy the ongoing technical need is well underway.

Review of Effectiveness

We confirm that the Agency has procedures to monitor the effectiveness of its Risk Management and Control Procedures. The Agency's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the Internal and External Auditors, the Audit and Risk Committee which oversees their work, and the senior management within the Agency responsible for the development and maintenance of the internal financial control framework.

We confirm that the Members of the Agency in conjunction with the Internal Auditors, conducted an annual review of the effectiveness of the Internal Controls for 2022. The Annual Assurance Report was published in April 2023 and presented to the Audit & Risk Committee at the 25 April 2023 meeting.

Internal Control Issues

No material weaknesses in Internal Control were identified in relation to 2022.

On behalf of the Members of the Agency:

Mr Paul O'Toole

Chair

Date: 06.09.2023

Mr Gerrard Casey

Board Member

Date: 06.09.2023



Ard Reachtaire Cuntas agus Ciste **Comptroller and Auditor General**

Report for presentation to the Houses of the Oireachtas **Grangegorman Development Agency**

Opinion on the financial statements

I have audited the financial statements of the Grangegorman Development Agency for the year ended 31 December 2022 as required under the provisions of section 33 of the Grangegorman Development Agency Act 2005. The financial statements comprise

- the statement of income and expenditure and retained earnings
- the statement of comprehensive income
- the statement of financial position
- the statement of cash flows, and
- the related notes, including a summary of significant accounting policies.

In my opinion, the financial statements give a true and fair view of the assets, liabilities and financial position of the Grangegorman Development Agency at 31 December 2022 and of its income and expenditure for 2022 in accordance with Financial Reporting Standard (FRS) 102 — *The Financial Reporting Standard applicable in the UK and the Republic of Ireland*.

Basis of opinion

I conducted my audit of the financial statements in accordance with the International Standards on Auditing (ISAs) as promulgated by the International Organisation of Supreme Audit Institutions. My responsibilities under those standards are described in the appendix to this report. I am independent of the Agency and have fulfilled my other ethical responsibilities in accordance with the standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Report on information other than the financial statements, and on other matters

The Agency has presented certain other information together with the financial statements. This comprises the annual report, the governance statement, and the statement on internal control. My responsibilities to report in relation to such information, and on certain other matters upon which I report by exception, are described in the appendix to this report.

I have nothing to report in that regard.

Andrew Harkness
For and on behalf of the
Comptroller and Auditor General
7 September 2023

Appendix to the report

Responsibilities of Agency members

As detailed in the governance statement, the agency members are responsible for

- the preparation of annual financial statements in the form prescribed under section 33 of the Grangegorman Development Agency Act 2005
- ensuring that the financial statements give a true and fair view in accordance with FRS 102
- ensuring the regularity of transactions
- assessing whether the use of the going concern basis of accounting is appropriate, and
- such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of the Comptroller and Auditor General

I am required under section 33 of the Grangegorman Development Agency Act 2005 to audit the financial statements of the Agency and to report thereon to the Houses of the Oireachtas.

My objective in carrying out the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the financial statements whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.
- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.

- I conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause the Agency to cease to continue as a going concern.
- I evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I report by exception if, in my opinion,

- I have not received all the information and explanations I required for my audit, or
- the accounting records were not sufficient to permit the financial statements to be readily and properly audited, or
- the financial statements are not in agreement with the accounting records.

Information other than the financial statements

My opinion on the financial statements does not cover the other information presented with those statements, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, I am required under the ISAs to read the other information presented and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

Reporting on other matters

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation. I report if I identify material matters relating to the manner in which public business has been conducted.

I seek to obtain evidence about the regularity of financial transactions in the course of audit. I report if I identify material instances where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.



Statement of Income and Expenditure and Retained Earnings

	Notes	Year ended 31 Dec 2022	Year ended 31 Dec 2021
		€'000	€'000
INCOME			
Income	2	22,824	10,653
Net deferred funding for retirement benefits	8 (c)	528	444
Other income	3	<u>203</u>	<u>21,357</u>
		23,555	32,454
Transfer of land & buildings from the Agency	13	(3,666)	(20,248)
Transfer from / (to) capital account	4	<u>(14,530)</u>	<u>(4,971)</u>
		5,359	7,235
EXPENDITURE CONTRACT & PROJECT COSTS			
Contract costs	5	(177)	179
Project costs	6	754	1,629
Recoverable shared expenses		36	1,072
Special Projects / Commissions		<u>0</u>	<u>41</u>
		<u>613</u>	<u>2,921</u>
Gross Contribution		4,746	4,314
GENERAL OVERHEADS			
Staff costs	7	1,974	1,892
Retirement costs	8 (d)	542	476
Board members' remuneration and expenses	12	54	51
Establishment costs	9	131	149
Professional services	10	160	289
General operating expenses	11	200	115
Communications & PR		27	41
Depreciation	13	1,151	1,134
Audit fees		<u>28</u>	<u>28</u>
		<u>4,267</u>	<u>4,175</u>
SURPLUS FOR THE YEAR		479	139
Balance brought forward at 1 January		<u>1,038</u>	<u>899</u>
BALANCE CARRIED FORWARD AS AT 31 DECEMBER		<u>1,517</u>	<u>1,038</u>

The Statement of Cash Flows and notes 1 to 24 form part of these Financial Statements.

ON BEHALF OF THE BOARD:

Mr Paul O'Toole
Chair

Date: 06.09.2023

Mr Gerrard Casey
Board Member

Date: 06.09.2023



Statement of Comprehensive Income

	Notes	Year ended 31 Dec 2022	Year ended 31 Dec 2021
		€'000	€'000
Surplus for the year		<u>479</u>	<u>139</u>
Experience gain/(loss) on Retirement Benefits scheme liabilities		1,385	(760)
Change in assumptions underlying the present value of Retirement Benefits liabilities		<u>0</u>	<u>0</u>
Total Actuarial gain/(loss) in the year	8(f)	1,385	(760)
Adjustment to retirement benefit funding		<u>(1,385)</u>	<u>760</u>
Total comprehensive income for the year		<u>479</u>	<u>139</u>

The Statement of Cash Flows and notes 1 to 24 form part of these Financial Statements.

ON BEHALF OF THE BOARD:

Mr Paul O'Toole

Chair

Date: 06.09.2023

Mr Gerrard Casey

Board Member

Date: 06.09.2023



Statement of Financial Position

	Notes	31 December 2022	31 December 2021
		€'000	€'000
FIXED ASSETS			
Property, plant and equipment	13	<u>134,687</u>	<u>114,213</u>
CURRENT ASSETS			
Receivables and prepayments	14	187	2,006
Cash at bank and in hand		12,833	8,692
Cash Equivalents		<u>98,614</u>	<u>111,450</u>
		111,634	122,148
CURRENT LIABILITIES			
Amounts falling due within one year	15	<u>(10,658)</u>	<u>(10,414)</u>
NET CURRENT ASSETS		<u>100,976</u>	<u>111,734</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>235,663</u>	<u>225,947</u>
LONG TERM LIABILITIES			
Amounts falling due after more than one year	16	(126,148)	(131,441)
Retirement benefit liabilities	8(b)	(3,270)	(4,127)
Deferred retirement benefit funding	8(b)	<u>3,270</u>	<u>4,127</u>
TOTAL ASSETS LESS LIABILITIES		<u>109,515</u>	<u>94,506</u>
REPRESENTING			
Retained revenue reserves	17	1,517	1,038
Capital account	4	<u>107,998</u>	<u>93,468</u>
		<u>109,515</u>	<u>94,506</u>

The Statement of Cash Flows and notes 1 to 24 form part of these Financial Statements.

ON BEHALF OF THE BOARD:

Mr Paul O'Toole
Chair

Date: 06.09.2023

Mr Gerrard Casey
Board Member

Date: 06.09.2023



Statement of Cash Flows

		Year ended 31 December 2022	Year ended 31 December 2021
	Notes	€'000	€'000
Cash flows from operating activities			
Operating surplus for the year		479	139
Depreciation	13	1,151	1,134
Loss on disposal of asset		0	0
Interest receivable	3	(136)	(1)
Decrease /(Increase) in receivables	14	1,819	(1,142)
Increase /(Decrease) in payables	15	244	1,552
Transfer (from) / to capital account	4	14,530	4,971
Transfer of assets to TU Dublin	13	3,690	448
Advance payments on construction activities	16	(5,293)	(25,125)
Net cash inflow from operating activities		<u>16,484</u>	<u>(18,024)</u>
Cash flows from investing activities			
Payments to acquire tangible fixed assets	13	(25,315)	(11,019)
Interest received	3	<u>136</u>	<u>1</u>
Net cash flow from investing activities		<u>(25,179)</u>	<u>(11,017)</u>
Increase/ decrease in cash and cash equivalents		(8,695)	(29,041)
Cash and cash equivalents at 1 January		<u>120,142</u>	<u>149,183</u>
Cash and cash equivalents at 31 December		<u>111,447</u>	<u>120,142</u>

The Statement of Cash Flows and notes 1 to 24 form part of these Financial Statements.



Notes to the Financial Statements

1. STATEMENT OF ACCOUNTING POLICIES

The Agency's role is to promote the development of the Grangegorman site as a location for education, health and other facilities. Lands at the Grangegorman site were transferred to the Agency from the HSE in accordance with section 13 of the Grangegorman Development Agency Act 2005 on 24th February 2012.

As of 21st October 2020, the Agency became an aegis body of the Department of Further and Higher Education, Research, Innovation and Science, prior to which the Agency was under the Department of Education and Skills.

Funding was provided by the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), the Department of Education, the Health Service Executive (HSE) and Technological University Dublin (TU Dublin), as follows:

- TU Dublin
 - Funding is provided in relation to the construction of educational facilities. The funding is recognised as a Long Term Liability and the related assets as tangible fixed assets in the Agency's financial statements and cash & cash equivalents (see Note 13 and Note 16).
 - Funding is provided in relation to certain project costs where these costs do not result in the creation of an asset. Such costs are charged to the Income & Expenditure. A matching amount is released from the Long Term Liability, to the Income & Expenditure as income. In addition, some costs are shared between GDA and TU Dublin. Recoupment of these costs is included in other income.
- HSE – funds the costs associated with the development of healthcare facilities at the site, (see Note 5).
- DFHERIS provided capital and current funding for the development of the Grangegorman campus and the operational costs of the Agency.
- DoES – Department of Education provides funding for the primary Educate Together D7 School.

The following accounting policies are applied consistently in dealing with items which are considered material in relation to the Agency's financial statements:



Notes to the Financial Statements

i) BASIS OF ACCOUNTING

The financial statements of the Agency for the year ended 31 December 2022 have been prepared in accordance with FRS102, the financial reporting standard applicable in the UK and Ireland issued by the Financial Reporting Council (FRC).

The preparation of financial statements in conformity with FRS102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in the process of applying the Agency's accounting policies. The areas involving a higher degree of judgement or complexity or areas where assumptions and estimates are significant to the financial statements are disclosed in Note ix.

ii) REVENUE RECOGNITION

The Agency receives both current and capital grants from the DFHERIS which are recognised as follows:

- Grants provided to fund current expenditure are accounted for on an accruals basis.
- Grants provided to fund capital development from the DFHERIS are recognised under income in the Statement of Income and Expenditure. Where they are used to fund capital assets / assets in development, an equal amount is transferred to the capital account, until such time, as the control of the completed building passes to TU Dublin.

The Agency carries out construction and development work on behalf of its stakeholders. Where legal title to a building is with a stakeholder and the Agency incurs the associated contract costs, the Agency invoices those costs to the relevant stakeholder. Income is recognised in line with amounts invoiced. On other building projects, income is recognised when the significant risks and rewards of ownership and effective control over the underlying building transfers to the stakeholders.

iii) COST AND ASSET RECOGNITION

The Agency distinguishes between project costs and contract costs.

Project costs

This includes pre and post commencement costs where the costs do not result in the creation of an asset from which the Agency can derive future economic benefit. Such costs are charged to the Income and Expenditure and Retained Revenue Reserves account in the year in which they arise (Note 6).

Project costs include set-up costs for Public Private Partnership (PPP) projects in respect of the development of educational facilities within the Grangegorman site. The agreement with the PPP operator for the design, build, finance and maintain basis is between the DFHERIS and the PPP Co, in return for unitary charge payments over a 25 year period. Consequently,



Notes to the Financial Statements

given the Agency are not the grantor for the purposes of FRS 102 (section 34.12), the Agency's financial statements will not recognise the associated assets and liabilities under the PPP agreement.

Contract costs

This includes expenditure incurred on behalf of third parties (Note 5). These costs are invoiced to third parties in line with the stage of completion of the project. Relevant expenditure and income is recognised in the Statement of Income and Expenditure and Retained Revenue Reserves on the basis of amounts invoiced to the third party. Expenditure incurred which has not been invoiced to the third party is included as work in progress at the year end (Note 14).

Assets in development and construction

Costs related to assets in development and construction are capitalised where, in the opinion of the Agency, the related project is likely to be successfully developed and the economic benefits arising from future operations will at least equal the amount of capitalised expenditure incurred to date.

Costs capitalised to assets in development relate to costs incurred in bringing the asset to the stage where it is ready for construction to commence. Costs associated with completing this stage include planning application costs, enabling works and consultative studies. Construction costs relate to costs incurred in bringing the asset to completed construction (Note 13).

The Agency de-recognise assets when it concludes that effective control of the relevant asset has passed to another entity. In some cases this may pre-date the formal transfer of title to the other entity but where the risks and rewards of ownership may have passed to that entity and/or GDA has entered into agreement to transfer ownership at a future date and as a result no longer has control of the relevant asset.

iv) WORK IN PROGRESS

Work in progress represents the un-invoiced element of contract costs and is stated at cost to the stage of completion of the contract. Provision is made for all known or expected losses on contracts (Note 14).

v) RETIREMENT BENEFITS

The Agency operates a defined benefit retirement scheme, funded annually on a pay-as-you-go basis from monies provided by the DFHERIS and from contributions deducted from staff salaries. The Agency also operates a Single Public Services Pension Scheme, ("Single Scheme"), which is a defined benefit scheme for pensionable public servants appointed on or



Notes to the Financial Statements

after 1 January 2013. All members' contributions are paid over to the DFHERIS and DPENDPR.

Retirement benefit costs reflect retirement benefits earned by employees in the period and are shown net of pension contributions which are remitted to the DFHERIS and the DPENDPR. An amount corresponding to the retirement charge is recognised as income, to the extent it is recoverable, and offset by grants received in the year to discharge retirement benefit payments.

Actuarial gains or losses arising on scheme liabilities are reflected in the Statement of Comprehensive Income and a corresponding adjustment is recognised in the amount recoverable from the DFHERIS.

Retirement benefit liabilities represent the present value of future retirement benefit payments earned by staff to date. Deferred retirement benefit funding represents the corresponding asset to be recovered in the future periods from the DFHERIS.

vi) TANGIBLE FIXED ASSETS AND DEPRECIATION

Freehold land, buildings, assets in development and construction, fixtures and office equipment are stated at cost, net of accumulated depreciation and impairment losses. Costs include expenditure that is directly attributable to the acquisition and construction associated with bringing assets into working condition for their intended use.

Freehold land, assets in development and construction are not depreciated. Depreciation of assets in development and construction commences when the asset is substantially complete and ready for its intended use. Full provision is made for any impairment in the value of the asset. Land is not depreciated.

Depreciation is calculated to write off the cost, less estimated residual value, of all other assets as follows:

Public realm, site infrastructure and buildings	2% Straight Line
Fixtures and office equipment	25% Straight Line

Fixed Assets are disposed of when the significant risks and rewards of ownership and effective control over the underlying assets are transferred.

vii) CAPITAL ACCOUNT

The Capital Account represents the unamortised amount of income used to finance tangible fixed assets.



Notes to the Financial Statements

viii) ADVANCE PAYMENTS ON CONSTRUCTION ACTIVITIES

The Agency receives financing from TU Dublin for the purposes of the construction and development of educational facilities at Grangegorman. TU Dublin provides funding in advance of the Agency making the related payments. The Agency recognises a long term creditor in line with the TU Dublin funding received which will be extinguished on transfer of the completed assets to TU Dublin.

Where the funding is utilised to discharge costs incurred in the construction of assets, these costs are recorded as fixed assets in the Statement of Financial Position. When depreciation is charged on these assets, a matching funding amount is credited to the Statement of Income and Expenditure and Retained Revenue Reserves by way of a reduction in the long term creditor amount.

Where the funding is utilised to discharge project costs, such costs are charged to the Statement of Income and Expenditure and Retained Revenue Reserves with the matching funding credited to the Statement of Income and Expenditure and Retained Revenue Reserves, thereby reducing the long term creditor.

ix) CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATION UNCERTAINTIES

The preparation of the financial statements in conformity with generally accepted accounting principles requires the Agency to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of income and expenses during the reporting period. In this regard, the Board Members believe that the critical accounting policies where judgements or estimations are necessarily applied are summarised below.

Depreciation and residual values

The Board Members have reviewed the asset lives and associated residual values of all fixed asset classes and, in particular, the useful economic life and residual values of land and buildings and fixtures and fittings, and have concluded that asset lives and residual values are appropriate.

Retirement Benefit Obligation

The assumptions underlying the actuarial valuations for which the amounts recognised in the financial statements are determined (including discount rates, rates of increase in future compensation levels, mortality rates and healthcare cost trend rates) are updated annually based on current economic conditions, and for any relevant changes to the terms and conditions of the retirement benefit and post-retirement plans.



Notes to the Financial Statements

The assumptions can be affected by:

- (i) the discount rate, changes in the rate of return on high-quality corporate bonds
- (ii) future compensation levels, future labour market conditions
- (iii) health care cost trend rates, the rate of medical cost inflation in the relevant regions.

2. Income

The Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), the Health Service Executive (HSE) and the Department of Tourism, Culture, Arts, Gaeltacht, Sports and Media (DTCAGSM) made the following funds available to the Agency during the year:

	2022	2021
	€'000	€'000
DFHERIS – Current (Subhead B. 14)	3,397	3,212
DFHERIS – Capital (Subhead B.16)	12,000	895
DOES – Capital (Primary level)	7,259	6,328
HSE – Contract costs	168	179
DTCAGSM - Sports Capital Programme	<u>0</u>	<u>39</u>
	<u>22,824</u>	<u>10,653</u>

The Agency was awarded a grant from the Department of Tourism, Culture, Arts, Gaeltacht, Sports and Media (formerly the Department of Transport, Tourism and Sports) under the Sports Capital Programme in 2017, totaling €111,500 to fund three sports projects. In 2021, one project was undertaken – upgrade of the MUPS area including a new blacktop surface and new multi-purpose goalposts and the purchase of six exercise bicycles. 95% of the cost was funded by the grant, which was received in 2021.

3. Other Income

	2022	2021
	€'000	€'000
Technological University Dublin	(6)	380
Technological University Dublin – transfer of buildings	(23)	19,800
Technological University Dublin – reimbursement of costs	36	1,089
Others - Recoupment of other costs	60	87
Bank interest	<u>136</u>	<u>1</u>
	<u>203</u>	<u>21,357</u>



Notes to the Financial Statements

During 2021, control over the Lower House was passed over to TU Dublin. The transaction €19.8m resulted in a recognition of income from TU Dublin and a matching reduction in long term liability to TU Dublin. In 2022, there was an adjustment of (€23k) as final costs matured.

As reported in note 17, an amount of €142k was released to other income comprising funding for project costs of €31k, an amount released to match depreciation of €111k. The release of an accrual €148k for project costs unmaterialised resulted in a total of (€6k) being taken to other income in 2022.

4. Capital Account

	2022	2021
	€'000	€'000
Balance at 1 January	<u>93,468</u>	<u>88,497</u>
Transfer from the Statement of Income and Expenditure and Retained Revenue Reserves:		
Funds allocated to acquire lands and buildings	12,000	0
Funds allocated to assets in development and construction	7,259	6,454
Disposal of fixed assets (land) to TU Dublin	(3,690)	(448)
Amortised in line with asset depreciation	<u>(1,039)</u>	<u>(1,035)</u>
Total movement in the year	<u>14,530</u>	<u>4,971</u>
Balance at 31 December	<u>107,998</u>	<u>93,468</u>

The capital account balance represents the unamortised amount of income, received from the DFHERIS, used to contribute to the purchase of tangible fixed assets. Owing to the nature in which the Agency is funded and revenue is recognised, a timing delay can arise between the recording of a fixed asset cost and receipt of associated funding.

5. Contract Costs

	2022	2021
	€'000	€'000
Contract costs	<u>(177)</u>	<u>179</u>

Up to 31 December 2022, the Agency had incurred contract costs which had been invoiced to the HSE totalling €35,012k. All of these costs relate to contracts with the HSE in respect of



Notes to the Financial Statements

the development of healthcare facilities. A breakdown of the costs charged to the Statement of Income and Expenditure and Retained Revenue Reserves is included below:

	Cumulative Expenditure Pre 2022 €'000	2022 €'000	Total Cumulative Expenditure €'000
Legal and professional	4,177	86	4,263
Enabling and construction works	30,027	(263)	29,764
Fit out and landscaping	804	0	804
Refurbishment and relocation	58	0	58
Estate management & maintenance	43	0	43
Sundry	74	0	74
Project promotion and public relations	<u>6</u>	<u>0</u>	<u>6</u>
Total contract costs reimbursed by the HSE	<u>35,189</u>	<u>(177)</u>	<u>35,012</u>

To date the Phoenix Mental Health Hospital and the Primary Care Centre are complete and are in use. The Residential Care Neighbourhood is in design as at 31 December 2022.

6. Project Costs

	2022 €'000	2021 €'000
Legal services	25	260
Design consultancy	(5)	643
Professional fees	389	290
Enabling and construction works	(3)	224
Estate Management & Maintenance	<u>348</u>	<u>212</u>
	<u>754</u>	<u>1,629</u>

Project costs of €754k (2021: €1,629k) include (€120k) (2021: €937k) incurred in connection with ongoing PPP project set up costs in respect of the development of educational facilities within the Grangeegorman site.



Notes to the Financial Statements

7. Staff Costs

	2022	2021
	€'000	€'000
Wages and salaries	1,590	1,494
Seconded & agency staff	189	193
Employer's PRSI	171	162
Staff training and recruitment	<u>24</u>	<u>43</u>
	<u>1,974</u>	<u>1,892</u>

Number of employees

An average of 21 (2021: 22) staff were directly employed by the Agency during the year.

An average of 3 (2021: 3.5) staff were employed by way of secondment or through third party service providers during the year.

€35k (2021: €31k) was deducted from staff by way of an additional superannuation contribution and was paid over to the DFHERIS.

Board, management and staff related hospitality expenses were €5k (2021: €2k). Total foreign travel expenditure incurred in respect of the CEO and staff was € nil (2021: € nil).

Employee benefits breakdown*

Range of total employee benefits		Number of employees	
From	To	2022	2021
€20,000 - €29,999		1	1
€30,000 - €39,999		3	1
€40,000 - €49,999		1	1
€50,000 - €59,999		2	1
€60,000 - €69,999		1	6
€70,000 - €79,999		5	4
€80,000 - €89,999		9	6
€90,000 - €99,999		2	1
€100,000 - €109,999		0	0
€110,000 - €119,999		<u>1</u>	<u>1</u>
		<u>25</u>	<u>22</u>

*Applies to staff directly employed by the Agency as at 31 Dec 2022.



Notes to the Financial Statements

8. Retirement Benefit Costs

(a) Retirement Benefit Scheme

The Agency operates an unfunded defined benefit superannuation scheme for staff. Superannuation entitlements arising under the Scheme are paid out of current income. Employee superannuation contributions are payable to the DFHERIS in respect of the main scheme and to the DPENDPR in respect of the Single public sector scheme.

The main (pre-existing) scheme is a defined benefit final salary retirement benefit arrangement with benefits and contributions defined by reference to current “model” public sector scheme regulations. The Scheme provides a retirement benefit (one eightieths per year of service), a gratuity or lump sum (three eightieths per year of service) and spouse’s and children’s pensions. Normal Retirement Age is a member’s 65th birthday, and pre 2004 members have an entitlement to retire without actuarial reduction from age 60. Retirement benefit payment (and deferment) increase on a discretionary basis in line with general salary inflation.

With effect from 1 January 2013, new entrants become members of the Single Public Service Retirement Benefit Scheme. This provides career-average revalued earnings related benefits revalued in line with increases in the Consumer Price Index. The Scheme’s minimum retirement age will be linked to the State Pension age.

The results set out below are based on an actuarial valuation of the liabilities in respect of the serving, retired and deferred staff of the Agency as at 31st December 2022.

This valuation was carried out by a qualified independent actuary for the purposes of the accounting standard, FRS 102 – Retirement Benefits. The financial assumptions used to calculate scheme liabilities under FRS 102 are:

	2022	2021
Discount rate	3.50%	1.20%
Rate of increase in salaries	4.00%	3.50%
Rate of increase in retirement benefits	3.50%	3.00%
Inflation	2.50%	2.00%



Notes to the Financial Statements

(b) Statement of Financial Position Recognition

The amounts recognised in the Statement of Financial Position are as follows:

	2022	2021
	€'000	€'000
Present value of defined benefit obligations that are wholly unfunded	3,270	4,127
Present value of defined benefit obligations that are wholly or partly funded	<u>0</u>	<u>0</u>
Deferred retirement benefit funding	<u>(3,270)</u>	<u>(4,127)</u>
Net liability recognised in the Statement of Financial Position at 31 December	<u>0</u>	<u>0</u>

(c) Net deferred funding for retirement benefits year

	2022	2021
	€'000	€'000
Funding recoverable in respect of current year retirement benefit costs	542	479
Less: retirement benefit payments	<u>(14)</u>	<u>(35)</u>
	<u>528</u>	<u>444</u>

(d) Analysis of total retirement benefit costs charged to expenditure

	2022	2021
	€'000	€'000
Current service cost	499	456
Interest cost	43	23
Employees contribution refunds	<u>0</u>	<u>(3)</u>
Expenses recognised in the income and expenditure and retained revenue reserves account	<u>542</u>	<u>476</u>

(e) Deferred funding liability for retirement benefits

The Agency recognises amounts owing from the state for the unfunded deferred liability for retirement benefits on the basis of a number of past events. These events include the statutory backing for the superannuation scheme, and the policy and practice in relation to funding public service retirement benefits including the annual estimates process. Whilst there is no formal agreement and therefore no guarantee regarding these specific amounts with the DFHERIS, the Agency has no evidence that this funding policy will not continue to



Notes to the Financial Statements

progressively meet this amount in accordance with current practice. The deferred funding liability for retirement benefits as at 31 December 2022 amounted to €3,270k (31st December 2021 : €4,127k).

The scheme is a defined benefit final salary retirement benefit arrangement with benefits and contributions defined by reference to current model public sector scheme regulations.

(f) Movement in defined benefit obligation

Changes in the present value of the defined benefit obligation are as follows:

	2022	2021
	€'000	€'000
Present value of defined benefit obligation at 1st January	4,127	2,923
Current service cost	499	456
Interest cost	43	23
Benefits paid in the year	(14)	(35)
Actuarial loss / (gain)	<u>(1,385)</u>	<u>760</u>
Present value of defined benefit obligation at 31st December	<u>3,270</u>	<u>4,127</u>

9. Establishment Costs

	2022	2021
	€'000	€'000
Repairs and maintenance	1	15
Cleaning	12	4
Insurance	87	70
Rent	24	27
Light and heat	<u>7</u>	<u>33</u>
	<u>131</u>	<u>149</u>



Notes to the Financial Statements

10. Professional Services

	2022	2021
	€'000	€'000
Legal services	44	30
Accountancy / Financial advisory	4	3
Consultancy (including property advisory)	6	147
Internal Audit fees	23	18
Pension advisory fee	4	6
Other Professional fees	<u>79</u>	<u>85</u>
	<u>160</u>	<u>289</u>

11. General Operating Costs

	2022	2021
	€'000	€'000
Printing, postage and stationery	1	4
Telephone	7	6
Bank charges	1	0
Website and IT expenses	148	61
Office expenses	18	12
Meeting expenses	3	1
Newspapers, journals and reference material	0	0
Subscriptions	15	18
Travel and subsistence	0	0
Interest Payable	<u>7</u>	<u>13</u>
	<u>200</u>	<u>115</u>



Notes to the Financial Statements

12. Board Member Fees and CEO Salary

	2022	2021
	€'000	€'000
Chairperson's remuneration	9	9
Board member fees	44	42
Board members expenses	<u>1</u>	<u>0</u>
	<u>54</u>	<u>51</u>
Chief Executive Officer	2022	2021
	€'000	€'000
Basic Salary	<u>118</u>	<u>112</u>
Travel subsistence and professional subscriptions	<u>1</u>	<u>1</u>

The CEO is a member of an unfunded defined benefit public sector scheme and his retirement benefits do not extend beyond the standard entitlements in the public sector defined benefit superannuation scheme.



Notes to the Financial Statements

13. Property Plant and Equipment

	Land, public realm, site infrastructure and buildings €'000	Assets in development and construction €'000	Fixtures and office equipment €'000	Total €'000
COST				
At 1st January 2022	93,011	27,769	330	121,110
Additions	1,397	23,902	16	25,315
Disposal	<u>(3,690)</u>	<u>0</u>	<u>(4)</u>	<u>(3,694)</u>
At 31st December 2022	<u>90,718</u>	<u>51,670</u>	<u>342</u>	<u>142,730</u>
	Land, public realm, site infrastructure and buildings €'000	Assets in development and construction €'000	Fixtures and office equipment €'000	Total €'000
DEPRECIATION				
At 1st January 2022	6,770	0	127	6,897
Charge for the year	1,076	0	75	1,151
Disposals	<u>0</u>	<u>0</u>	<u>(5)</u>	<u>(5)</u>
At 31st December 2022	<u>7,846</u>	<u>0</u>	<u>197</u>	<u>8,043</u>
NET BOOK VALUE				
At 31st December 2022	<u>82,872</u>	<u>51,670</u>	<u>145</u>	<u>134,687</u>
At 31st December 2021	<u>86,241</u>	<u>27,769</u>	<u>203</u>	<u>114,213</u>

In 2022, control over the land on which the two PPP Quad's are located, a total of 4.1 acres, was transferred to TU Dublin valued €3,689,530.

In 2021, control over the Lower House passed to TU Dublin. In year 2022 an adjustment of €23k (a release of an unrequired accrual as final costs materialised) was released under the Long Term Loan see note 16 (c).



Notes to the Financial Statements

In accordance with the Grangegorman Development Agency Act 2005, land within the Grangegorman site is to be made available to the Agency for the purposes of building health and educational facilities.

In the years 2012 to 2014, approximately 55 acres of land was transferred to the Agency from the HSE for nominal consideration of €20.

The Grangegorman site has a total area of 73 acres of which:

- Approximately 18 acres will be used for health projects and will remain in the ownership of the HSE.
- In total 55 acres are intended to be used for educational and sports projects. One acre of this land was transferred to the TU Dublin in the year 2017, another 0.5 acre was transferred in 2021 and 4.1 acres were transferred in 2022. As at 31 December 2022, a total of 5.6 acres have been transferred.

Assets in development and construction are mainly the Academic Hub (€22.1m), D7ET Primary School (€15.0m), West Quad (€6.3m), Energy Centre (€4.0m), the temporary Sports-Changing (€1.8m), Print-making workshop (€1.8m) and smaller projects (€0.7m).

The Agency moved offices from the Clocktower building to Park House (owned by TU Dublin) in January 2021. A Memorandum of Agreement was signed between the GDA and TU Dublin on 18th December 2020, for a period of 10 years for the 475 sq. m. office space.

14. Receivables and Prepayments	2022	2021
Amounts falling due within one year	€'000	€'000
Trade receivables	28	522
Amounts due from the Technological University Dublin	6	1,176
Accrued income	84	240
Sundry receivables and prepayments	<u>69</u>	<u>68</u>
	<u>187</u>	<u>2,006</u>

All receivable balances are deemed recoverable within one year.



Notes to the Financial Statements

15. Current Liabilities	2022	2021
Amounts falling due within one year	€'000	€'000
Trade payables	391	295
Amounts due to the Technological University Dublin	0	231
Professional services withholding tax	15	63
Value added taxation	592	281
RCT	0	0
Income Tax	66	0
PAYE / PRSI	59	54
Accruals	3,139	3,227
Deferred income	5,088	5,622
Retentions held on construction operations	1,226	559
Sundry payables	<u>82</u>	<u>82</u>
	<u>10,658</u>	<u>10,414</u>



Notes to the Financial Statements

16. Long Term Liabilities	2022	2021
Amounts falling due after more than one year	€'000	€'000
Advanced payments on construction activities	<u>126,148</u>	<u>131,441</u>

Technological University Dublin make funds available to the Agency by way of advanced payments in respect of the construction and development of educational facilities at Grangegorman. At 31st December 2022, a total of €22,000k (2021: €17,508k) has been used to discharge costs incurred in the construction and development of educational facilities, which are included within fixed assets. On transfer of the completed asset to TU Dublin, the creditor balance will be extinguished.

	2022	2021
	€'000	€'000
Balance at 1st January	131,441	176,366
Advanced in year	0	0
Costs of property disposal	0	0
Amount released to other income in respect		
Of project costs in year (a)	(31)	(190)
Amounts transferred to TU Dublin (b)	(5,174)	(24,837)
Transfer of Assets to TU Dublin (c)	23	(19,800)
Depreciation (a)	(111)	(98)
Balance at 31st December	<u>126,148</u>	<u>131,441</u>
	2022	2021
The balance is made up of	€'000	€'000
TU Dublin Funding provided not utilised at year end,		
cash & cash equivalents balance	104,149	113,934
Cumulative funding used for asset development (d)	<u>22,000</u>	<u>17,507</u>
TU Dublin Long Term Liability Balance at 31st December	<u>126,148</u>	<u>131,441</u>

- (a) The amount released to income comprises funding for project costs of €31k, and an amount released to match depreciation of €111k. Such income is reported in Note 3.
- (b) €5,174k was transferred to TU Dublin for projects directly managed by TU Dublin on the Grangegorman campus – Audio Visual & ICT equipment €2,677k; Vat payment on PPP



Notes to the Financial Statements

Quads €2,069k; Estates Yard €222k; Park House €92k; and Rathdown House €84k and smaller projects €30k.

- (c) The Lower House was transferred over to TU Dublin on 31 August 2021, €19,800k relates to the value of the building. Disposal of assets in development & construction in Note 13. In 2022, there was an adjustment of (€23k) as final costs matured.
- (d) Cumulative Funding used for asset development (€22,000k) comprises West Quad €6,224k; Academic Hub €6,540k; Energy Centre €3,663k; Sports Changing facilities €1,825k; Print Workshop €1,650k and smaller projects €2,098k.

The funding provided and not utilised at year end is included in Agency's bank balance. As outlined in the accounting policy, the costs of assets constructed are included in tangible assets pending their transfer to the TU Dublin (Note 13).

17. Retained Revenue Reserves

	2022	2021
	€'000	€'000
At 1st January	1,038	899
Surplus for year	<u>479</u>	<u>139</u>
At 31st December	<u>1,517</u>	<u>1,038</u>

Balance on the Statement of Income and Expenditure and Retained Revenue Reserves

Much of the income in the Statement of Income and Expenditure and Retained Revenue Reserves is state grants, which is provided to meet liabilities maturing during the year as opposed to expenditure incurred during the year. Expenditure is recorded on an accruals basis. As a result, the balance on the Income and Expenditure and Retained Revenue Reserves account does not represent normal operating surplus or deficits but is largely attributable to the difference between expenditure on an accruals basis and funding on a cash basis. Interest receivable also contributes to this surplus.

18. Board Member Interests

The Agency adopted procedures in accordance with guidelines issued by the Department of Public Expenditure, NDP Delivery and Reform in relation to the disclosures of interests by Board Members and these procedures have been adhered to during the year. There were no transactions of any significance in the year in relation to the Board's activities in which a Board Member had any beneficial interest.



Notes to the Financial Statements

19. Capital Commitments

Details of capital commitments at the accounting date are as follows:

	2022	2021
	€'000	€'000
Contracted for but not provided for in the financial statements	<u>73,490</u>	<u>12,862</u>

The €60,628k increase in capital commitments was due to the Academic Hub, with the appointment of the construction contractor (€67,336k), while there was a reduction of €6,181k on the Educate Together primary school.

20. Analysis of Changes in Net Funds

	Opening Balance €'000	Cash flows €'000	Closing Balance €'000
Cash at bank and Cash Equivalents	<u>120,142</u>	<u>(8,695)</u>	<u>111,447</u>
Net funds	<u>120,142</u>	<u>(8,695)</u>	<u>111,447</u>

21. Related Party Disclosures

TU Dublin is a related party by virtue of commonality of certain Board members.

HSE is a related party owing to a number of senior HSE employees being members of the Agency's Board.

There were no related party transactions of any significance in the year other than those disclosed within Notes 2, 3, 5 and 12.

Key management personnel in the Agency consist of the CEO and members of the Board. Total compensation paid to key management personnel, including Board members' fees and expenses and total CEO remuneration, amounted to €172k (2021: €163k).

22. Contingent Liability

The Agency is of the view that there are no contingent liabilities to be provided for at the date of approval of the financial statements.



Notes to the Financial Statements

23. Events After The End Of The Financial Year

There are no events between the reporting date and the date of the approval of these financial statements for issue that require adjustment to the financial statements.

24. Approval Of Financial Statements

The financial statements were approved by the Board on 06.09.2023

Mr Paul O'Toole
Chair

Mr Gerrard Casey
Board Member

Appendices

APPENDIX 1

Consultative Group*

Department of Education and Skills/HEA
Andrea Valova

Department of Environment, Community
and Local Government
Vacant

National Transport Authority
Eoin Farrell

Technological University Dublin
Collette Burns
Thomas Stone

TU Dublin Staff
Ronan Dunphy
Leslie Shoemaker

TU Dublin Students
Mary Scally
Brian Jordan

Dublin City Council Public Representatives
Cllr Ray McAdam
Cllr Nial Ring

Health Service Executive
Vacant

HSE Staff
Fiona Davis

HSE Service Users Representatives
Alicja Hughes

Public Representatives
Neasa Hourigan TD

Local Residents
Eugene Kelly
Mark O'Neill

*as of end of 2022

Appendices

APPENDIX 2*

Agency Staff

Ger Casey – Chief Executive Officer

Peter O’Sullivan – Director of Finance

Nora Rahill – Corporate Affairs Manager

Conor Sreenan – Director of Strategy and Design

Catherine Opdebeeck - Director of Programme and Procurement

Cathal Rigney – Director of Construction and Infrastructure

Padraic Ballantyne – Senior Engineer/Project Coordinator

Shay Bowman – Senior Engineer/Project Coordinator

Brian Cooling - Senior Quantity Surveyor

Ian Costello - Project Coordinator/M&E Engineer

Anne-Marie Deasy – Administrator

Martha Dineen - Project Assistant

Jenny Donohoe - Communications and Media Assistant

Catherine Hallinan – Financial Controller

Lori Keeve – Communications Manager

Gosia Kudyba - Sustainability Coordinator

Aideen Lowery - Senior Architect/Project Coordinator

Kathleen McCann – Employment and Training Coordinator

Des Marmion – Senior Engineer/Project Coordinator

Pat Moynihan – Senior Engineer/Project Coordinator

Derek Niven – Senior Quantity Surveyor/Project Coordinator

Adam O'Halloran - Clerical Officer

Pat O'Sullivan – Senior Architect/Project Coordinator

Edward Scanlon – Senior Architect/Project Coordinator

Catherine Stapleton – Assistant Accountant

Nigel Thompson – Senior Quantity Surveyor/Project Coordinator

*as of end of 2022

