



**Grangegorman
Development Agency**
Gníomhaireacht Forbartha
Ghráinseach Ghormáin

The Annual Report. 2021



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Chairperson's Welcome

Paul O'Toole, Agency Chair

2021 was a very significant year for the Grangegorman project. The arrival of 10,000 TU Dublin students and 1,200 staff to new, purpose-built educational facilities, and the restoration completion of the historic Lower House brings us another step closer to the Masterplan vision.

These are major milestones under any circumstances, and with added challenges posed as a result of the pandemic, seeing Grangegorman enlivened with student activity has even greater significance. It will be important to celebrate these achievements with all our stakeholders as in-person events return.

The Board continued to focus on the objectives set out in the 5 Year Strategy during 2021 and to support the Executive in its implementation. Sustainability has been identified as a key value for the Agency and with a renewed focus on this crucial topic, the Board approved a new Sustainability Strategy towards the end of the year. The Board will continue to collaborate with our stakeholders and project partners to develop our climate action goals and ensure Grangegorman plays its part in tackling the environmental and biodiversity crisis. A new Communications Strategy is also now in place, ensuring the Agency retains clear and relevant communications as the project progresses.

There has been a substantial amount of work around procurement throughout the year with the design competition of the new FOCAS Research Institute highlighting the Agency as an innovator in progressive procurement. The Agency has also brought the procurement for the Academic Hub contractor to contract stage, paving the way for this crucial project to commence on site in early 2022. Procurement strategy remains a key focus for the Board and Executive going forward.

In addition, it has been wonderful to see the ongoing success of the public art and Grangegorman Histories programmes, both with notable achievements over the year that further enrich the cultural legacy of

Grangegorman.

The next stages will bring new momentum to the Project as new construction commences on site, design plans are advanced and further new projects come on stream. Current projects of focus include:

- The completion of the permanent primary school for the Dublin 7 Educate Together.
- Commencement of the Academic Hub & Library for TU Dublin, a landmark building for Grangegorman.
- Essential stabilisation works to the iconic Clock Tower building.
- The first housing project on site, the HSE Residential Care Neighbourhood advancing to planning stage.
- The development of the West Quad for TU Dublin.
- Design of the FOCAS Research Institute.
- Plans advancing for a prominent access to Stoneybatter – the Prussia Street Gateway, and mixed-use development at Broadstone.
- Phase I of the Indoor Sports Centre
- Continuing employment, training and business opportunities arising from the development
- Further Public Art and History based projects.

I would like to acknowledge the sustained commitment of everyone involved in bringing the Grangegorman Project to this stage and emphasise the importance of celebrating our milestones.

As Chairperson of the Agency I would like to extend my sincerest thanks to my fellow Board members, to Ger Casey, CEO and the Executive staff, as well as our colleagues in the HSE, TU Dublin, Dublin City Council, and the local community, whose ongoing commitment and drive makes this project possible.

Finally, I would like to acknowledge Minister Simon Harris, TD and the Department of Further and Higher Education, Research, Innovation and Science; Minister Stephen Donnelly, TD and the Department of Health; and Minister Norma Foley, TD and the Department of Education for their continued support of the Grangegorman development. I look forward to continued progress during 2022.



Agency CEO Welcome

Ger Casey, Agency Chief Executive Officer

It has been a memorable year for the Agency as we've reached a number of pivotal milestones in the Grangegorman Project, and made good progress in advancing plans for the next phase of development. We've also relocated offices to Park House and commenced a new three-year term of the GDA Board and Consultative Group. It is great to see the continued engagement from our stakeholders on all aspects of the Project.

There are now 10,000 TU Dublin students based in Grangegorman and it has been great to see the site invigorated with increased student activity. This year has seen the completion of the largest building in Grangegorman, the Central Quad which, alongside the East Quad, marks a major achievement for the Project and Project Ireland 2040.

The opening of the historic Lower House, East Quad and Printmaking Workshop have brought university life across Grangegorman Lower, bringing the east side of the site into use for the first time. This greater integration into the surrounding neighbourhood has been further enhanced by the DCC filtered permeability scheme on Grangegorman Lower, and by the opening of Broadstone Plaza, now a significant gateway for Grangegorman which also firmly links the site to the city.

We were delighted to commence construction on the new national school for Dublin 7 Educate Together in January. The contractor has been making good progress and we expect to top-out the teaching block early in the New Year. Necessary works to the junction of Rathdown Road and Grangegorman Upper 'Grangegorman Square' — will be advanced in 2022 and finished ahead of the school's completion in early 2023.

The next project to break ground on site is the Academic Hub and Library, a building that will integrate the existing North House, a Protected Structure, into the new facility to become a

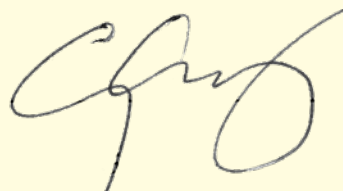
core focal point for the university.

It is another welcome milestone to move into 2022 with the design team in place for the TU Dublin FOCAS Research Institute following a great response to the design competition. This project has set ambitious targets to significantly reduce carbon use and promote the circular use of materials over the whole life of the building. Sustainability has always been vitally important for the Grangegorman Project and the Agency continues to develop this area for all building and infrastructure projects. We also remain committed to the social sustainability side of the development through the GLLF, Grangegorman Public Art and Grangegorman Histories.

Highlights from Grangegorman Public Art for 2021 included the widely attended 'Public Art Now' international conference and the installation of Alexandra Carr's site specific artwork 'Solaris Nexum' in the Central Quad. Grangegorman Histories went from strength to strength, hosting many insightful online events over 2021. They also launched the fascinating 'Grangegorman Lives' series in association with the Dictionary of Irish Biographies.

The year was not without its hardships, with the loss of one of our own, the stalwart James Rooney, very much at the forefront of our minds. The ongoing pandemic has had an impact on everyone, as well as the Project and we hope that there will be better opportunities to celebrate our milestones with our stakeholders again going forward.

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 aerial 2021. 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. Since the formal adoption of the SDZ planning scheme to December 2019, DCC has granted 47 planning applications.

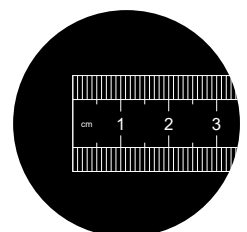
SDZ Heights Review

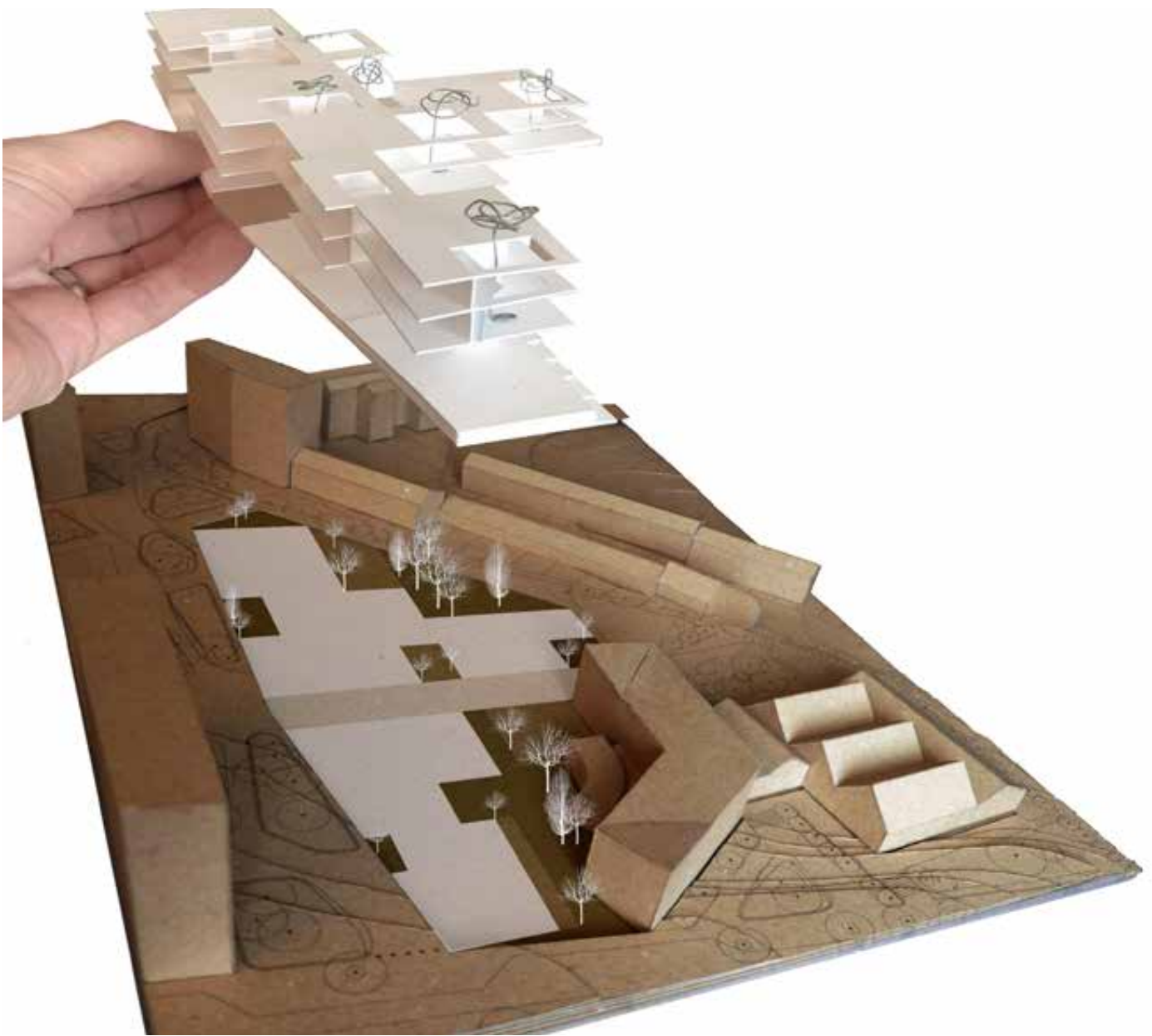
Statutory guidelines for Planning Authorities on 'Urban Development and Building Heights' were published in December 2018 under Section 28 of the Planning and Development Act. These guidelines emphasise the need to move towards sustainable patterns of urban development and away from lower density urban 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. Subsequent to the 2018 statutory guideline, RPS Group, in conjunction with DMOD/MRY, have been appointed to carry out a height review for the Grangegorman Strategic Development Zone (SDZ) Planning Scheme of 2012.

The review concentrates solely on the potential for additional height within the SDZ. Throughout 2021 the Agency led workshops with the HSE, TU Dublin, DFHERIS and DCC. A report on the Heights Review is currently being finalised prior to undertaking consultation with the community.

At the time of writing, the Heights Review is expected to go to public consultation in late 2022.





Early design model of the RCN. Image: McCullough Mulvin

II

Health

HSE Development at Grangegorman

The past couple of years has brought a renewed appreciation for our healthcare workers and our health service. The provision of state-of-the-art health care facilities is key to the Masterplan vision at Grangegorman. 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

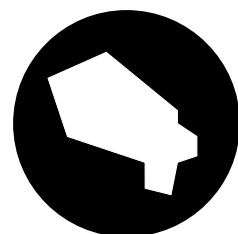
To date, the Agency has completed the development of the Phoenix Care Centre, a purpose-built Mental Health Facility replacing St. Brendan's Hospital; and the Primary Care Centre which provides a variety of therapeutic and clinical spaces, community care, and GP services, as well as being the home of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

Residential Care Neighbourhood

The Residential Care Neighbourhood (RCN) is the third HSE project to be developed as part of the Grangegorman Masterplan. It is located beside the Primary Care Centre and accessed off the North Circular Road. This development 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 day-care centre, a pharmacy, administrative spaces, and private and semi-private gardens.

The design for the project, led by McCullough Mulvin Architects and Todd Architects, represents an innovative model of person-centred care that enables residents to live independently, while also being connected to the wider community. Another significant part of this project includes the development of one of the 'green fingers' envisaged in the Masterplan at the North Circular Road.

The design phase of the project has experienced considerable prolongation due to the impact of COVID-19 however the Agency was able to re-energise the project with a reformed end-user group and HSE Estates team towards the end of 2021. At present the team is progressing the Stage 2a Report prior to lodging planning permission with DCC. The RCN is currently anticipated to be completed in late 2025.





Students enjoy the Central Quad courtyard. Image: Ste Murray



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 were designed to facilitate 10,000 students and 2,000+ staff for TU Dublin in c.52,000m² of new purpose-built education facilities. Following a major Public Private Partnership process and subsequent court case, the Eriugena Consortium was awarded the contract and Sisk FCC commenced construction in 2018. Both buildings are now complete and since mid-2021, fully in use by TU Dublin, marking a major milestone for the new University and the Grangegorman Project.

The East Quad, designed by AHR Architects, has been home to TU Dublin's School of Creative Arts, Media, Conservatoire of Music & Drama and Social Sciences since December 2020 and includes a 400-seater performance hall, 80-seater recital hall and an 80-seater black-box theatre. As students return to in-person learning following the pandemic, it is expected that the East Quad will become a hive of cultural activity for the University, the local community and the wider public.

The Central Quad, designed by Feilden Clegg Bradley Studios, was completed in March 2021. TU Dublin vacated their former homes in Kevin Street and Cathal Brugha Street to the new building over the following months and it was September 2021, the beginning of the new academic year, when students fully brought the building to life.

The Central Quad is home to TU Dublin Biological & Health Sciences, Chemical & Pharmaceutical Sciences, Computer Science, Food Science & Environmental Health, Mathematical Sciences, Physics & Clinical & Optometric Sciences, Culinary Arts & Food Technology, Hospitality Management & Tourism, and Electrical & Electronic Engineering. The National Optometry Centre has also been relocated to the Central Quad. This is a state-of-the-art centre for the advanced training of optometry students and the only facility of its kind in Ireland.

In August 2021, artist Alexandra Carr installed her site-specific artwork 'Solaris Nexum' in the foyer of the new building. The helical sculpture, which is four-storeys high, reflects the continually shifting sunlight through a double-sided surface of suspended mirrors. The artist was chosen following an international open competition to work with the design team to create the artwork.

The completion of the Central and East Quads closes out Programme II of TU Dublin development in Grangegorman.





Evening view of the recently restored Lower House. Image: Aisling McCoy



Education

The Lower House

The ambitious two-year adaptation and recovery of Grangegorman's oldest building, the Francis Johnston designed Lower House, was completed in February 2021. The design was led by FKP Architects and construction was carried out by Purcell Construction. The historic building, the only remaining range of a once much larger psychiatric hospital complex, is now occupied by TU Dublin, providing space for the TU Dublin Students' Union, student sport and societies. It includes a food hall, exercise studios, music practice rooms, students union workspace, a dance studio and general support services.

The Lower House was in a high state of dereliction prior to this project, open to the elements with its roof collapsed, internal floors decayed and extensive vegetation growth throughout. The Agency oversaw an initial stabilisation project for the building in 2015 which prevented the building from deteriorating further before progressing the full recovery project.

The adapted building retains a number of Johnston's original features. These include its massive stone and brick walls; chimney stacks and pots; granite staircases; complex brick vaulting and the stone carved coat of arms of the Duke of Richmond, set over the southern entrance door. Cast iron windows have also been retained and conserved, along with original internal timber doors and windows. Some features long since demolished such as the verandas to the south façade, have been readded with a modern interpretation. Other new additions were carefully designed not to detract from the original structure whilst ensuring the building was fully equipped for its new uses as part of TU Dublin.

The Lower House is also the first Grangegorman building to be connected to the site's district heating network.

In honour of the successful recovery of the building, Grangegorman Histories curated a series of large-scale historic photographs and drawings for display throughout the Lower House. The collection aims to provide context into the significant heritage of this 200+ year old building.

Academic Hub & Library

The Academic Hub & Library will become the academic heart of the campus and a landmark building at Grangegorman once completed. The design, led by the award winning architects O'Donnell + Tuomey, 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.

The Agency issued the tender for construction to five shortlisted tenderers in late 2020. These five tender submissions were evaluated over 2021. It was initially hoped that the contract could be awarded and construction commence on site in Autumn 2021 however this was delayed in order to take into account the impact of global construction inflation. As of the time of writing, the Academic Hub is currently under construction.

When completed, the Academic Hub & Library 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.





View of the new school under construction. Image: Agency



Education

FOCAS Research Institute

Following an open international architectural design competition which launched in late 2020, the Agency appointed Carr Cotter Naessens to lead the Design Team for the new FOCAS Research Institute in October 2021.

This new building will relocate the existing FOCAS to a c.4,500m² facility in Grangegorman. It will be adjacent to students and researchers from the sciences, health, and engineering disciplines — further consolidating the emerging Research and Innovation Hub on site. At the time of writing, the Design Team has begun preliminary design of the new FOCAS Research Institute.

The brief for the design competition incorporated whole life carbon performance targets, circularity and low energy design. Driving environmental responsibility through progressive procurement is a key strategic objective of the Agency and the FOCAS competition was structured to encourage the broadest possible participation. This approach has been welcomed by participants and is being cited as an example of how to approach publicly procured projects. It will also continue to inform the Agency's climate action objectives and further integrate them into the design and delivery of future projects.

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 2022. 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 the University Conferring Hall which has a capacity of c.800 people. Heneghan Peng Architects lead the Design Team for this project.

D7 Educate Together National School

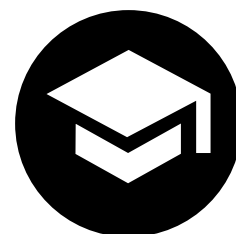
January 2021 saw this key new project for the Department of Education & Skills break ground on site. Ganson Building and Civil Engineering were awarded the construction contract in late 2020 following a public procurement process. The award-winning Grafton Architects lead the design team for the project.

The 24-classroom school comprises two separate buildings. The first contains large interconnecting general-purpose rooms and the second, the Teaching Block, comprises the teaching facilities and special needs units. A number of play spaces have also been embedded into the design, including a rooftop ball court and an indoor GP hall.

A new access will mark the school's entrance off Grangegorman Upper. Works to the junction of Rathdown Road and Grangegorman Upper are required in order to facilitate this and will be in place prior to the opening of the school. The Agency has been progressing plans for this improved layout and new public realm and as of the time of writing, has submitted the detailed design to DCC.

There has been ongoing engagement between the Agency, the contractor and local residents over 2021 which will continue throughout the remainder of the build.

On completion, the new school will be the permanent home for the Dublin 7 Educate Together, replacing their temporary facilities onsite off Fitzwilliam Place. Construction is expected to last 24 months and as of the time of writing, the school is currently on programme for completion in early February 2023.





Construction workers on the new school for D7ET. Image: Conor Mulhern

IV

Community

Grangegorman Labour and Learning Forum (GLLF)

Grangegorman Employment Charter

Over 2021, local employment levels on site ranged from 3% in February to 21% in September. Ganson Building and Civil Engineering was the only contractor on site with local employment opportunities during this time as the Lower House, Central and East Quad projects reached substantial completion. The Printmaking Workshop, while also under construction over 2021, did not yield any employment opportunities due to the high level of prefabrication involved in the project.

Non-construction related local employment levels maintained a steady 20% throughout the year as Sodexo, the facilities management company for the Central and East Quads, commenced operations following handover of the buildings.

Education and Training

Throughout 2021, the GLLF continued to be proactive in engaging in public discourse and consultation around adult literacy. They made a submission to the consultation process for the national 10-year adult literacy, numeracy and digital literacy strategy which was published by DFHERIS in September titled 'Adult Literacy for Life'. In addition, in June 2021 the GLLF contributed to the TU Dublin submission for the development of a new National Access Plan which aims to widen participation and equity of access to higher education.

The GLLF also continued to support the TU Dublin Access to Apprenticeship programme and input into TU Dublin's Path 3, a programme that supports the development of regional and community partnership strategies for increasing access to higher education for under-represented groups.

Business and Enterprise

The Agency maintains a register of businesses in Dublin 7 and Dublin 1 as part of a commitment to supporting local businesses. This register is regularly updated and is used to help identify suitable local providers of supplies and services to the GDA. It is also made available to TU Dublin and contractors working onsite. The GLLF continued to actively promote the register among local businesses over 2021.

Following the GLLF's Business & Enterprise online event on social enterprise in November 2020, the GLLF continued to champion and advocate for social enterprise. Over 2021, they were represented at a number of national and European events, including:

- Social Economy Europe (SEE) 'Investing in social enterprise as tomorrow's economy' webinar;
- SEE Social Enterprises and Public Procurement event;
- Dublin City Council LEO – Building Social Enterprise Engagement event; Dublin City Council LEO Social Enterprise Awards;
- Launch of legal for social enterprises in Ireland;
- European Parliament Social Economy Intergroup - Social Economy as an Industrial Ecosystem – a catalyst to build back better conference;
- Ireland's Third National Social Enterprise Conference.





Local children using Grangegorman Lower as cycle route. Image: Conor Mulhern

IV

Community

Grangegorman Labour and Learning Forum (GLLF) cont.

Grangegorman Area Based Childhood (ABC)

The ABC programme is an early intervention and prevention anti-poverty initiative focusing on the antenatal to six years age group. Throughout 2021, the GLLF continued to play a key role in the Grangegorman ABC programme as members of the Steering Group and on a number of the programme's sub-committees. The year's activities were primarily focused around governance, communications and procurement.

In January Grangegorman ABC received an annual grant of €830,000 from TUSLA (Child and Family Agency) who oversee the national ABC programme. Programmes and initiatives continued to be rolled out throughout the Grangegorman area and were adjusted in line with Covid-19 restrictions to meet existing and emerging needs in these local communities.

Community Benefit Forum

The Employment and Training Coordinator represents the Agency on this forum which consists of representatives from active public projects that integrate community benefit and social inclusion into their developments. In 2021 the Forum worked to build on the findings of the 2020 research report 'Social Clauses in Public Procurement: The Irish Experience' with the aim of bringing socially responsible public procurement to a national policy level. The Forum met with the Strategic Procurement Advisory Group, an advisory forum which includes the Office of Government Procurement (OGP), government departments and governmental public practitioners, to share expertise and experiences of implementing social clauses in current public projects.

Community Liaison Committee

The CLC was first set up in 2011 with the purpose of helping 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 is made up of the following stakeholders:

- 2 community representatives to the Consultative Group
- 1 community representative to the Board
- 2 DCC elected members on the Consultative Group
- 1 DCC elected member on the Board
- 2 GDA staff
- 1 Garda Rep
- Rep from HSE
- Rep from TU Dublin
- 2 Reps from D7ET
- 1 TU Dublin SU Rep
- 1 GLLF Rep

Other organisations join the meetings as necessary by invitation on a month-by-month basis. Group discussions over 2021 covered a wide number of topics which can be broadly categorised under the following headings: construction, estates management, adjacent public realm and access to facilities.

The Agency publishes the minutes of these meetings on the GDA website.





The Cultural Garden provides a green path through campus. Image: Conor Mulhern

IV

Community

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. 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.

October 2021 saw a new term of the Consultative Group begin following the request for nominations from stakeholders and a community election process which took place in August. The full list of current members can be viewed on the GDA website here: <https://ggda.ie/agency/consultative-group>.

Key topics discussed over 2021 were the migration of 10,000 TU Dublin students to Grangegorman and the HSE Residential Care Neighbourhood in the context of the SDZ.

Community Elections

On 16 August, the Agency held two elections for new community representatives – one to the GDA Board, and two to the Consultative Group. The registration and call for nominees process, which is laid out in the GDA Act, began in June before culminating in the election day. The new community representative elected to the Board was Luke McManus. Following a tie for the second position on the Consultative Group, the two candidates agreed to split the term, each taking 1.5 years of the 3 year term. The representatives elected to the Consultative Group were Eugene Kelly, Mark O'Neill and Fiona Kelly. Mark O'Neill took up the first part of the split term



Public Events

Despite the easing of COVID-19 restrictions over 2021, the majority of events country-wide remained online. A series of successful online events that were hosted and supported by the Agency throughout the year are outlined below.

Change Minds Seminar

On January 15 Grangegorman Histories presented a webinar on the transformative 'Change Mind' initiative, a project for people from Norfolk and Norwich in the UK who live with mental health conditions and are on low incomes, carers, volunteers or staff. The project engages local people and online visitors through researching archival stories from the Norfolk County Asylum case books. The webinar was hosted by Ruth Hegarty Managing Editor, Royal Irish Academy and member of the Grangegorman Histories Working Group, in conversation with Laura Drysdale, Director, Restoration Trust and Project Manager for Change Minds, Gary Tuson, Norfolk County Archivist and Change Minds Partner, and Richard Johnson, Research Coordinator and Change Minds member. The discussion explored the impact, legacy and transformative potential of the project for people living with mental health conditions. Grangegorman Histories hope to deliver a similar project in Dublin using the archived records of the Richmond District Asylum.

Engineers Week

As part of Engineer's Week 2021, Project Coordinator Padraic Ballantyne met Senior Infants & 5th Class of the Dublin 7 Educate Together National School to talk about their new school currently under construction and give them a taster of life as an Engineer.

International Sculpture Day

The Agency celebrated International Sculpture Day on 24 April by inviting people to explore two outdoor art installations in Grangegorman, Alice Maher's *The Axe* (and the waving girl) and Clodagh Emoe's *Crocasmia* x.

Launch of Grangegorman Lives

Grangegorman Histories launched a new series – Grangegorman Lives – on the biographies of 60+ men and women whose lives influenced or were influenced by Grangegorman on 5 May 2021. The series began with the biographies of two well known characters, architect Francis Johnston, and the notorious Billy in the Bowl. The biographies are all sourced from Ireland's Dictionary of Irish Biography and are freely accessible via the Grangegorman Histories website.

IVI Digital Construction Webinar

On 24 June, the Agency's Information Manager Robert Moore presented at the 2021 IVI Digital Construction Webinar, giving practical insights into ISO 19650.

Public Art Now Conference

The Public Art Now online international conference took place over three days in late June exploring three key themes around public art practice, policy and its publics. The conference was hosted by TU Dublin School of Creative Arts and '...the lives we live' Grangegorman Public Art and coordinated by Gráinne Coughlan. There were six structured conversations from six diverse panels on the themes and a featured lecture from Kerry Doyle on 'Connections and Complexity at the US-Mexico Border: Rafael Lozano Hemmer's *Border Tuner*'. All seminars are publicly available on online.

IV

Community

Stoneybatter Festival

The Agency was one of the main sponsors of the virtual Stoneybatter Festival which took place over three days from 18-20 June. The festival was in its fifth year in 2021 and highlights included 'The Batter Bake-Off', and festival window displays. As part of this year's festival, Grangegorman Histories held a special online screening of the 2017 documentary 'Meetings with Ivor' which was followed by a specially recorded interview with Dr Browne.

Grangegorman Gallery

A street 'art jam' took place from 24 – 25 August on the hoarding for the new Dublin 7 Educate Together school site. Curated by Boom Box Dublin, 20+ street artists created a series of lively, colourful murals on the theme 'good times', radically transforming the former grey hoardings along Grangegorman Upper. The gallery wall – dubbed the Grangegorman Gallery – is part of the Agency's Hoarding Strategy, where artists or community groups are invited to submit artwork proposals on Grangegorman site hoardings. The Grangegorman Gallery project was supported by the Agency, DCC, TU Dublin and Ganson. It will remain until the end of the school project.

Culture Night

To celebrate Culture Night on 17 September, Grangegorman Histories launched 'Timepiece' a podcast exploring the history of the unique turret clock in Grangegorman. The pre-recorded podcast was released on Anchor FM. Megan Brien, historian and podcaster, talked to Julian Cosby, who restored the clock in the 1980's, and David Bowls, horologist, about the clock's significance and how it has been saved. The podcast is publicly accessible online on music streaming platforms or via Grangegorman Histories website.

Dublin Festival of History

On 21 October, Grangegorman Histories held an online discussion exploring the challenges of historical language & terminology relating to mental illness. The discussion was led by Catriona Crowe, Historian and member of Grangegorman Histories Expert Working Group, and involved Brendan Kelly, Prof of Psychiatry at Trinity College Dublin, Alan Phelan, artist and archivist, and Rick Rossiter, Mental Health Advocate and Consultant. They examined how archivists, historians and others working to preserve and share these important histories have to navigate this historical language in the contemporary context. The discussion also explored the impact of language, particularly in terms of challenging stigma and supporting equality in our society.

Christmas Lights

The Agency, along with TU Dublin, was also one of the sponsors of the Stoneybatter Christmas Lights in 2021.





Printmaking Workshop before fit-out. Image: Aisling McCoy

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.

2021 was an important year for GEMSG as 10,000 TU Dublin students and 2,000 staff migrated to Grangegorman. The handover of the East Quad and Lower House also saw the estate at east Grangegorman become publicly accessible for the first time in decades. The opening of Broadstone Plaza and DCC traffic filtering measures on Grangegorman Lower also required additional coordination with GEMSG

Interim Energy Centre

The Lower House was the first building to be connected to the Grangegorman Energy Centre and district heating network in 2020. The Central Quad was connected in 2021 with the East Quad to follow. The Energy Centre will, over time, supply renewable energy to these buildings and has the capacity to adapt to changing energy needs.

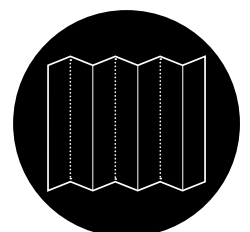
Geothermal Exploration

Over 2021 and led by TU Dublin, Geological Survey Ireland (GSI) carried out an initial investigation to explore the potential of Grangegorman as a possible prime location for geothermal energy. Geothermal energy is an increasingly popular, low-carbon and cost-effective renewable energy source. A project of this kind in Grangegorman would be the first urban geothermal project in Ireland and would help the Agency in its goal to become zero-carbon by 2050. The investigation discovered a positive temperature reading of 38°C at a depth of approximately 1km into the earth. As of the time of writing, GSI are seeking European funding to progress the project.

Printmaking Workshop

The TU Dublin Printmaking Workshop reached substantial completion in August 2021 in time for the new academic year. The workshop is a temporary structure until a permanent facility can be developed. It has been designed to be completely reusable and is Grangegorman's first Near Carbon Zero Building (NZEB). It has an array of 40 solar panels which provide a large proportion of its power needs. Designed by Scullion Architects and PLUS Architecture, the project was constructed by Weslin Construction.

The Printmaking Workshop is another example of the Agency's progressive procurement strategy in action, and shows what can be achieved within a limited scope and programme with a well-considered design brief. Since its completion, it has been shortlisted for a number of awards for its innovative design approach





Broadstone Plaza opens. Image: Conor Mulhern

V

Sitewide

Access

The Broadstone Plaza continued to be developed by Transport Infrastructure Ireland throughout 2021. It opened to the public on 27 August and is now a major new entrance into the Grangegorman Quarter. It connects the site's main pedestrian/cyclist route – St Brendan's Way – and the Broadstone Luas Stop, and further embeds Grangegorman into the city fabric. Broadstone Plaza, and its interconnected route through the site, has been widely welcomed by all stakeholders, particularly the local community, as this popular route offers a non-car shortcut to and from city centre and is accessible 24/7. The Plaza is managed by DCC.

Following the arrival of 10,000 students to Grangegorman and the lifting of COVID-19 restrictions, the gates at Fingal Place, Park Shopping Centre and Serpentine Walk West began operating from 7am – 9pm daily.

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 submitted as part of a third-party Strategic Housing Development (SHD) application to An Bord Pleanála in late December 2021. As of the time of writing this application has been refused and a new application is being prepared.

Field Sports Changing Facilities & Estate Accommodation

As with the Printmaking Workshop, these facilities provide an interim solution for stakeholders until permanent facilities can be developed. Scullion Architects and PLUS Architecture

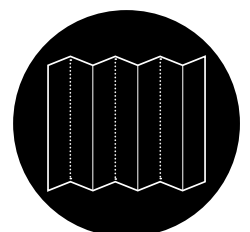
were also leading the Design Team for this project. The facilities are located close to Orchard House with easy accessibility to the playing fields. At the time of writing, both the Field Sport Changing Facilities and Estate Accommodation are completed and in use.

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. The Agency carried out refurbishment works to part of the building for use as office space in 2014 however much of the Clock Tower remains unoccupied and derelict. In late 2021 the Agency appointed FKP Architects to lead the design team for essential stabilisation works to the building. At the time of writing this project is on site and conservation works are under way. These works are due to be 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.

Public Realm

In 2021, DCC contractors completed the construction of toucan crossings on Grangegorman Lower and outside the Luas stop on Grangegorman Upper. These crossings enable both pedestrians and cyclists to cross together safely and complement the filtered permeability measures installed on Grangegorman Lower in 2020 as part of the City's COVID-19 mobility programme. This scheme has had a very positive impact along Grangegorman Lower with a notable increase in cyclists – including school bike buses – using it as a core bike route.





View from below - 'Solaris Nexum'. 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, which comprises a range of experts from the world of art, architecture, and public services did not meet formally in 2021. The tenure of Jenny Haughton as Public Art Coordinator drew to a close in July 2021. The Agency intends to procure a new Coordinator for the next phase of the Grangegorman Public Art programme.

Current members of the group are:

- Ciarán Benson, Chair
- Jenny Haughton, Public Art Coordinator
- Anita Groener, Artist
- Kieran Corcoran, TU Dublin School of Creative Arts
- 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, DCC
- Nora Rahill, GDA

There were a number of key milestones for '...the lives we live' over 2021, including the online publication launch of the Grangegorman Public Art book, the Public Art Now international conference, and the installation of Alexandra Carr's 'Solaris Nexum' in the TU Dublin Central Quad. Further information on these, and the six pathways which make up the programme are outlined below:

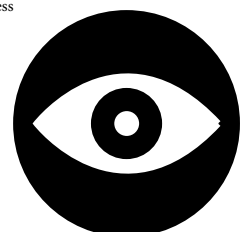
Legacy Works (Pathway 1)

Garrett Phelan's 'THE GOLDEN BANDSTAND – Sculpture' will be located between the Greenway Hub and the Central Quad. The structural frame and roof of the sculpture were installed over 2021. Landscaping works have also been carried out to ensure the artwork integrates with its surroundings and is accessible to everyone. At the time of writing, the artwork is expected to be completed in 2023. The Arts Council have chosen to video elements of this work for publicart.ie.

Alexandra Carr's 'Solaris Nexum' was installed in the atrium of the Central Quad over a week in early August 2021. The site-specific artwork spans four storeys and is in constant motion, continually changing with the shifting of light of the day and season. The artist worked closely with FCB Studios, the design team lead for the Central Quad, to create the artwork.

Walker & Walker completed their concept 'Endless Play' through collaboration with Heneghan Peng Architects. This work remains on hold until the West Quad project recommences. Fergus Martin's commission for the HSE Residential Care Neighbourhood remains in the early stages until this project moves into the next stage.

¹ Extract from 'Dreams of a Summer Night', New Collected Poems (2011),
By kind permission of the author, Derek Mahon, and The Gallery Press





'...the lives we live' Grangegorman Public Art book. Image: Unthink

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Public Art

'...the lives we live' Public Art Book (Pathway 3)

This 200-page fully illustrated book was launched online on 24 February. The book is a collection of experiences, perspectives and stories, beautifully recounted through visuals and texts by the artists, collaborators, and stakeholders who have engaged in the last 5 years of the Public Art programme at Grangegorman. The book is available in hard copy and is also freely accessible online. Since its publication, it has won a number of awards for its design and print, including one from the Institute of Creative Advertising and Design, and two from the Irish Print Awards.

Community-based Projects (Pathway 2)

A number of the 17 projects continue in a variety of ways, interlinking with public events such as Culture Night and Open House. For example:

- Louis Haugh's One Hour Archive continues online and was included as part of the Public Art Now conference in June.
- Brian Cregan is finalising his publication *The Glass Garden* in relation to his work with Grangegorman ABC, Aosóg and Step By Step.
- Brokentalkers' *What Does He Need?* with Fiona Whelan continues to develop this long-term project exploring how men and boys are shaped by and influence the world they live in. Their work was also included as part of the Public Art Now conference in June.
- Clodagh Emoe continues to develop *Crocoscopia* × with IMMA and invite visitors to the Grangegorman *crocoscopia*. *Crocoscopia* × was featured as part of International Sculpture Day in April.

Public Art Now Conference (Pathway 5)

Public Art Now, a series of six curated conversations exploring the practice, policy and politics of public art took place online live from 24 – 26 June. A major conference in the field, it was led by TU Dublin and coordinated by Dr Gráinne Coughlan as part of '...the lives we live'. The programme was developed with The Arts Council of Ireland, DCC, Fingal County Council, Visual Arts Ireland, The Irish Architecture Foundation, The Office of Public Works, and Create.

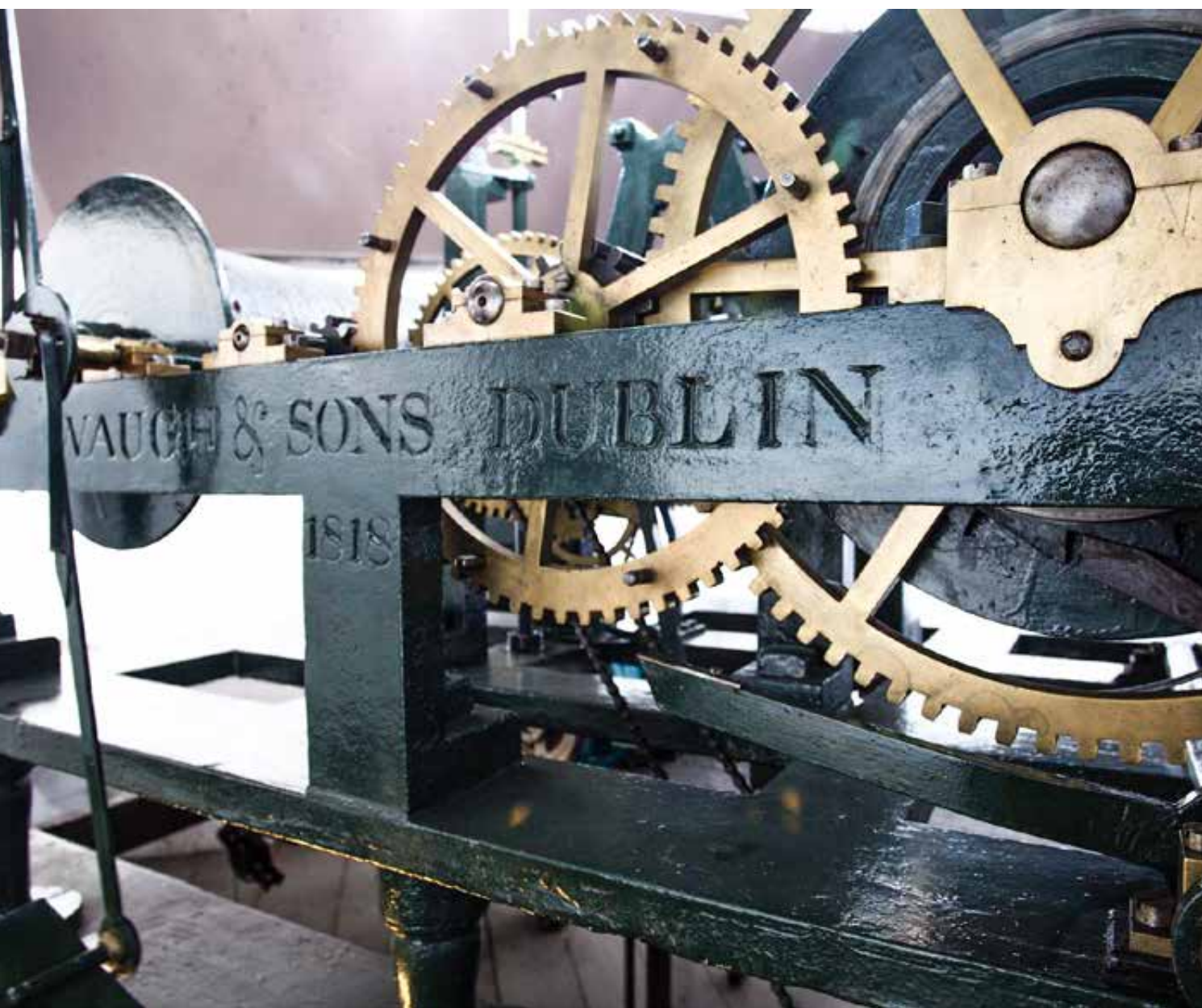
The event was widely attended by both national and international delegates and included panel discussions from a diverse range of practitioners based, among other places, in Ireland, the USA, Melbourne, and Norway. Also featured on the programme was a special lecture from Director of the Rubin Centre Texas, Kerry Doyle, as well as local contributions *What Does He Need?* from Brokentalkers and Fiona Whelan, and Louis Haugh's One Hour Archive.

Feedback highlighted the geographical connections made which were perhaps only possible because the conference moved online. All webinars are now publicly available on the GDA website.

Lending and Acquisitions (Pathway 6)

The lending scheme at the HSE Primary Care Centre was extended for another year and comes to an end in 2022. The artworks will be returned to the artists or in some cases, such as Alan Counihan's, some of the artwork may be donated to the Primary Care Centre.





Inside Grangegorman's turret clock. Image: Agency

VII

Grangegorman Histories

Over 2021 Grangegorman Histories continued their work to uncover, catalogue and commemorate the history of this site and the surrounding area. Despite serious challenges to the original vision of the programme as a result of the fluctuating public health situation, the Grangegorman Histories Expert Working Group developed a bank of digital assets of accessible histories and discussion materials for the Grangegorman Histories website to continue the mission of this public history project.

The Implementation Plan published in the Foundation Document presents the programme in three pathways: People, Places and Practices. The programme delivery throughout 2021 addressed each of those pathways as outlined 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

The oral history pilot project sub-committee sought a review of the project preparations against evolving best practice in oral history project work. In August, the sub-committee prepared and submitted a detailed request for an ethical review of the project preparations to the TU Dublin Research Ethics and Integrity Committee.

Change Minds: archives, art and mental health

As part of the First Fortnight Festival in January, Ruth Hegarty chaired an online seminar with project leaders and participants. The discussion explored the impact, legacy and transformative potential of the project for people living with mental health conditions. Grangegorman Histories wishes to deliver a similar project in Dublin.

Schools Engagement

In June, each of the nine schools in the Grangegorman area received a letter of invitation from the Working Group to participate in a history project. Two schools accepted the invitation and discussions on the themes, content and approach commenced.

Preservation of the collection of artefacts from the site

In December 2021, members of the Working Group visited the collection of artefacts from the site to ascertain their condition and to survey the task involved in preserving the remaining pieces. Public health guidance allowing, a comprehensive work plan to secure the preservation of these pieces was planned for 2022.

Commissioning historical reviews

In April Grangegorman Histories launched Grangegorman Lives a series of historical biographies of people whose lives influenced or were influenced by Grangegorman. The biographies are all sourced from Ireland's Dictionary of Irish Biography: Ireland's national biographical dictionary, a project of the Royal Irish Academy.

Collaborating with TU Dublin

Grangegorman Histories agreed to support TU Dublin Conservatoire's 'Stages of Memory' project which will include the commissioning of an original piece of theatre examining the experiences of life in the mental health institutions associated with Grangegorman. The piece will be performed by the final year theatre students in December 2022 and it will include a series of online talks on three different aspects of the histories of Grangegorman.





Historical theatre programme on display in the Lower House. Image: Aisling McCoy

VII

Grangegorman Histories

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 site's architecture

The Working Group worked throughout 2021 to develop a PhD proposal to capture this ambition and undertook detailed research into the funding structures and avenues available to support this work.

Stoneybatter Virtual Festival

In June, Grangegorman Histories provided a special online screening of 'Meetings with Ivor' – Alan Gilsenan's 2017 documentary, produced by Tomás Hardiman – on the life and work of psychiatrist, Dr Ivor Browne, Chief Medical Superintendent at St Brendan's Hospital for three decades from 1966. The screening was followed by an interview by Alan Gilsenan with Ivor, recorded for Grangegorman Histories, detailing personal recollections of life at St Brendan's during his 30-year tenure at the hospital.

Dublin Festival of History

'Grangegorman Histories: historical language and terminology and the history of mental illness,' a pre-recorded, online discussion examining how archivists, historians and others working to preserve and share these important histories navigate the language and terminology in the contemporary context. Catriona Crowe chaired the discussion with panellists Professor Brendan Kelly, Psychiatrist; Alan Phelan, Artist and Archivist and Rick Rossiter, Mental Health Advocate.

Culture Night

'Timepiece', a podcast exploring the history of Grangegorman's turret clock was launched for Culture Night 2021. The James Waugh turret clock was installed in 1818 and it is the oldest known flatbed clock in the world. Historian of design and interior architecture, Megan Brien, was joined by celebrated horologists David Boles and Julian Cosby to explore the history of this clock. This podcast will be the first in a series sharing the histories of the eleven protected structures on the site, providing a history trail around the Grangegorman site.

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 Grangegorman Histories.

Development of National Protocols for Research Access and Publication of Historical Mental Health Records

Engagement with the HSE progressed in 2021 with members of the Working Group invited to draft the national protocols and programme of delivery to ensure that these protocols were actionable for all historical mental health archive facilities in Ireland. The programme of work included a survey of the location and condition of these archives.

Lower House Historical Images Display

At the opening of the building in spring 2021, a selection of images depicting the historical experience of Grangegorman are on display throughout the building.





Nighttime campus view looking north. Image: Ste Murray

IX

Looking Forward

2021 has been a milestone year for the project with the arrival of 10,000 students and over 1,200 staff to Grangegorman, bringing new vibrancy to the site and consolidating what was TU Dublin Rathmines, Kevin Street, Chatam Row, Cathal Brugha Street, Sackville Place and Mountjoy Square in one location in Grangegorman.

With the majority of events remaining online over the year, the Agency plans to celebrate the project's recent milestones with all stakeholders and project partners in a major event next year.

In autumn 2021 the Agency began a careful trial to return to the office with COVID-19 health and safety measures in place. The Government announced a hybrid working policy going forward and the Agency will continue to develop how this can best serve the needs of the Agency and the project over 2022.

Next year will see a number of projects progress. Two further projects on site in early 2022 - stabilisation works on the Clock Tower Building and construction commencing on the Academic Hub & Library - mark a significant step forward in the site's development. Along with the Dublin 7 Educate Together School project currently on site, these projects will require a high level of coordination between the Agency, design teams and contractors to ensure the campus and surrounding area is minimally impacted.

The HSE Residential Care Neighbourhood - which will be the first housing project on site - will advance to planning stage in 2022. The Agency also aims to progress the FOCAS Research Institute and Phase 1 Indoor Sports for TU Dublin. Plans to refresh the campaign for the sale of TU Dublin's Aungier Street property will also be progressed in 2022. The sale of this property will enable the West Quad to advance.

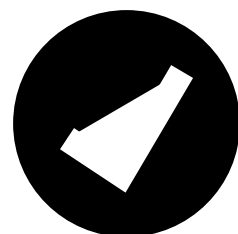
At the time of writing, construction of the new Dublin 7 Educate Together National School is on programme for completion in February 2023. In conjunction with this project, the Agency is engaging with DCC to develop the junction of Rathdown Road and Grangegorman Upper into a new public plaza. Works to this space are due to commence in autumn 2022.

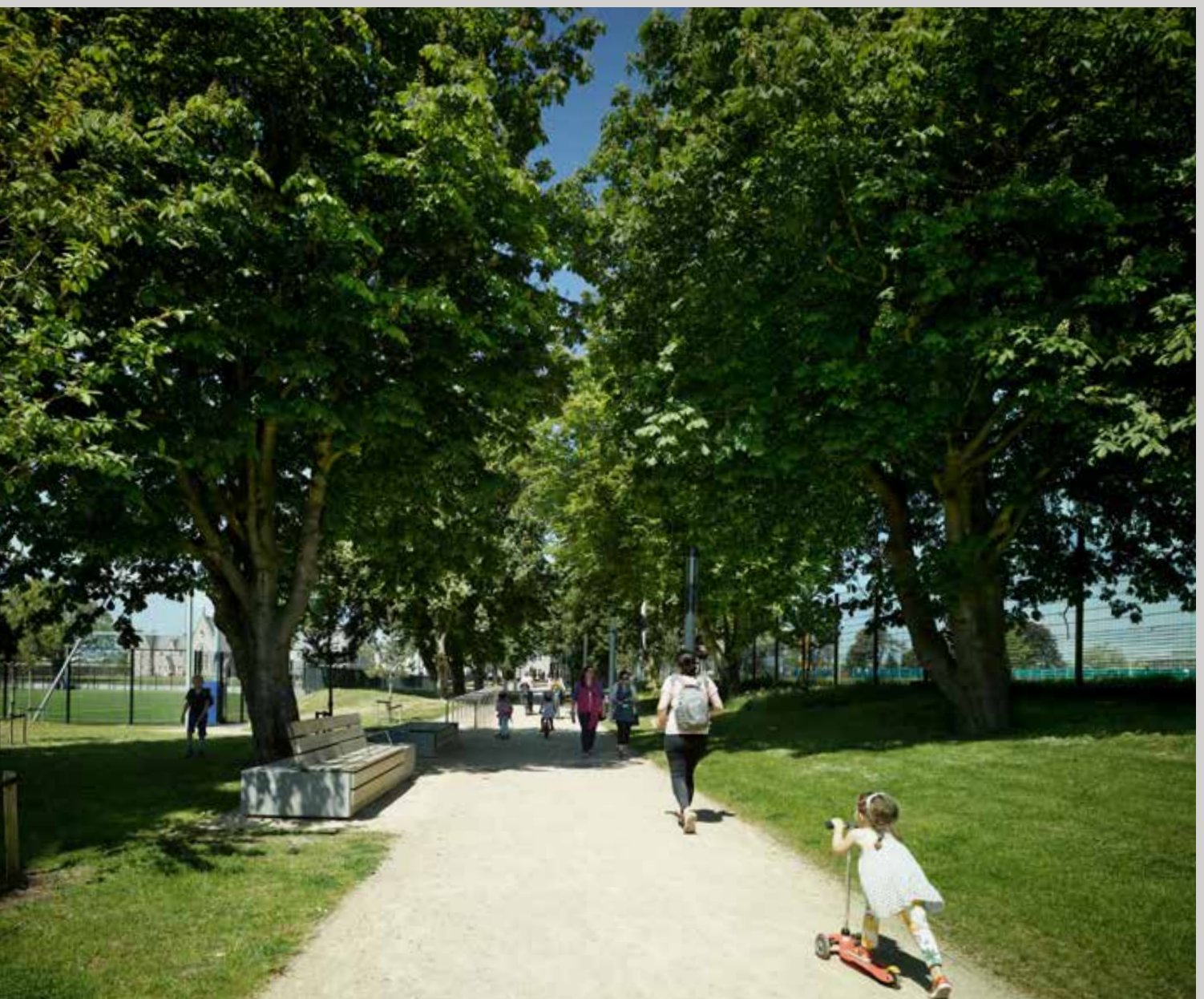
Sustainability will continue to be a strong focus over 2022 as the Agency commences a three-year Implementation Plan on the new Strategy. The Agency will also continue to work towards progressing the Prussia Street Gateway as well as work with DCC to complete the SDZ Heights Review as required under the statutory guidelines for Planning Authorities on 'Urban Development and Building Heights'.

As this phase of the public art programme draws to a close, the Agency hopes to reflect on the programme and consider the next steps before going to tender for a new Public Art Coordinator.

Building on successes made since the launch of their programme in 2020, Grangegorman Histories will continue to contribute more events, research and local engagement throughout 2022. The Grangegorman Labour & Learning Forum will also continue its work to ensure that local communities, particularly those experiencing economic and social disadvantage, benefit from the Grangegorman development regeneration project.

All of the above will need to be delivered in the context of a post pandemic working environment. Getting the balance right between remote working and maintaining a strong collaborative culture will be essential. The funding of projects; addressing shortfalls; and enhancing funding methodologies in partnership with our stakeholders will also continue to be key considerations in the ongoing success of the Agency.





Tree-lined allée, a popular retreat for all stakeholders. Image: Marie Louise Halpenny

SECTION II

Sustainability

The Grangegorman Project, in itself, demonstrates inherently sustainable attributes including:

- Reuse of a brownfield inner city site
- New buildings of greatly improved energy standards
- The adaptive reuse and renovation of protected structures and the renovation of newer buildings
- The rollout of a district heating network with the capacity to adapt to changing energy needs
- A site-wide integrated Sustainable Urban Drainage (SUDs) scheme to mitigate major flooding events and improved water and waste water infrastructure in the area
- A city centre location that supports increased light and heavy rail capacity including Luas extension, Metro and DART+ serving Dublin City Centre and the wider Dublin area
- Good access to bus and cycle networks and on-going initiatives with DCC to improve safe segregated cycle routes across the city
- The campus is designed to support walking and cycling with dedicated changing and bike storage facilities and a number of Dublin Bikes stations in the immediate vicinity
- Measures delivered under COVID-19 Interim Mobility Intervention Programme have also provided safety and environmental improvements to the Grangegorman area
- Active measures to improve biodiversity including designation of areas of meadow grass, a target to plant over 2,000 trees over the lifetime of the project, and the installation of nest boxes.

The Grangegorman Sustainability Strategy was first adopted in 2012 and had identified 10 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 taking account of updated EU and government guidance which confirmed that fundamentally, the original strategy and principles were still valid but that additional effort and resources should be applied to improve implementation and amplify impact.

Sustainability Governance

The GDA operates under the GDA Act 2005 and the Code of Practice for the Governance of State Bodies. It also has a number of Governance Agreements with its many stakeholders. While the Agency Board is responsible for approving and delivering on strategic objectives, the Strategy & Planning Committee is responsible for detailed oversight and implementation of the Sustainability Strategy. A revised Sustainability Strategy was approved by the GDA Board in November 2021. Responsibility for Sustainability was further delegated to the Director of Construction & Infrastructure via the CEO.

Key Sustainability Partners

The Agency collaborates with a wide range of stakeholders and project partners to drive sustainability in Grangegorman. Key partners include:

- HSE Estates and Sustainability Team
- DCC and Codema
- Environmental, Sustainability and Health Institute (ESHI)
- TU Dublin Campus Planning and Estates
- Construction Sector Group and Land Development Agency
- Local Community and Voluntary Groups





Broadstone Plaza provides 24/7 access for pedestrians and cyclists. Image: Conor Mulhern

Sustainability

Strategic Approach

New Frameworks and Responses



Some of the key sustainability achievements for the year 2021 are discussed in detail under each of the Pillar headings opposite.

Risk Management

The Agency has adopted a Risk Management system which identifies and reports on key risks. Each year the Board set objectives for the year ahead and monitor progress. Risk management includes reporting on meeting strategic objectives in relation to sustainability.

Six Pillars

Six pillars have been identified as the primary routes through which the Agency can fulfil its strategic objectives in relation to sustainability. The UN Sustainable Development Goals in relation to construction projects were used as a primary source.

The six strategic pillars are:

- Buildings
- Infrastructure
- Energy
- Biodiversity
- Social
- Innovation





Printmaking Workshop sits along St Brendan's Way. Image: Aisling McCoy

Pillar I

Buildings

Under the strategic Masterplan 380,000 sq. meters 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. Below are listed the key sustainability achievements for this pillar in 2021.

Lower House

Substantial Completion was achieved in February 2021, bringing 4,400 sq. meters of this historic building back into modern use. First opened in 1814 as the Richmond Asylum, this 200 year old building is now vibrant with student and university activities.

The Lower House was in a high state of dereliction prior to this project, open to the elements with its roof collapsed, internal floors decayed and extensive vegetation growth throughout. Sustainability considerations included:

- A desktop calculation of the load was 318Kw/Annum based on 60w/m² despite energy exemption as a Protected Structure.
- Heating provided through the campus district heating system and passive heating of internal walls and spaces from south facing curtain wall glazing.
- Use of natural lime mortar and renders, which absorb carbon dioxide from the atmosphere over the lifetime of the building.
- Reuse of some of the existing old steel beams to support the new first and second floor timber floors.
- Adoption of low tech natural cross flow ventilation in the ranges - as opposed to the installation of air handling systems (duct and fans).
- Maximising use of natural light via large windows.
- Salvage of some of the slate in phase 1 of conservation

Printmaking Workshop

Substantial Completion was achieved on 16 August 2021 on this modern 318 sq. meters steel and aluminium temporary structure. The expected life of the workshop is between 10 and 15 years, until a permanent facility can be developed.

Sustainability considerations include:

- This is Grangegorman's first Near Carbon Zero Building (NZEB) with a BER A2 certificate.
- Installation of 40 solar panels (PV) which provide a (minimum of 20%) proportion of electricity needs
- Completely reusable design - the building can be dismantled and is demountable.

D7 Educate Together National School

Construction commenced in January 2021 on this 24 classroom national school, with an area of 5,100 sq. meters. Expected completion date is February 2023.

Sustainability considerations include:

- Designed to achieve a NZEB energy rating with a BER A2 certificate
- Primary energy consumption rate has been calculated at 35.1kWh/M² annum
- Use of pre-cast concrete in construction. Off-site construction methodology has the benefit of saving time on programme delivery, delivers higher health & safety outcomes and reduces timber & form-work waste. It also leads to reduced carbon emissions as less requirement for transport of supplies to site.
- Heating to be provided via the site's district heating system.
- Design includes the installation of solar panels (PV) and rain-water reuse.
- Surface water attenuation pump (SUDS) to be installed.
- Up to 24 swift nesting boxes will be installed.





Bike parking outside the Central Quad. Image: Agency

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 achievements for this pillar in 2021 are outlined below.

Exploratory Geothermal Borehole

TU Dublin, along with Geological Survey Ireland carried out an initial survey to explore the potential of geothermal energy at Grangegorman. Between July to December 2021, drilling of an exploratory borehole was undertaken on the Grangegorman campus. Drilling to a depth of one kilometre, it is the deepest urban borehole ever done in Ireland, at this time. The results yielded were higher than expected, and this bodes well for a practical application of deep ground energy for the campus district heating system.

Sustainable Urban Drainage System

As part of the SIPR Masterplan, a sitewide integrated Sustainable Urban Drainage (SUDs) system is being developed and implemented to mitigate against flooding and improve water and wastewater infrastructure in the area. At times of heavy rainfall, water run-off from buildings is held in an underground tank before being slowly released into the DCC drainage system. This also eases capacity pressure on the DCC pipework and infrastructure. New buildings to have this system integrated into their design include the D7ET National School, the Academic Hub and the West Quad. In 2021 it was actively working in the Central and East Quads as they reached substantial completion.

Bicycle Parking

The campus is designed to support cycling with dedicated changing and bike storage facilities. The SDZ Transport Assessment Report 2011 states that generous cycle parking will be provided. By the end of 2021, there were 1,033 dedicated bike parking spaces on campus. In addition Dublin Bikes have 3 stations located in Grangegorman, with 104 bikes available for hire.

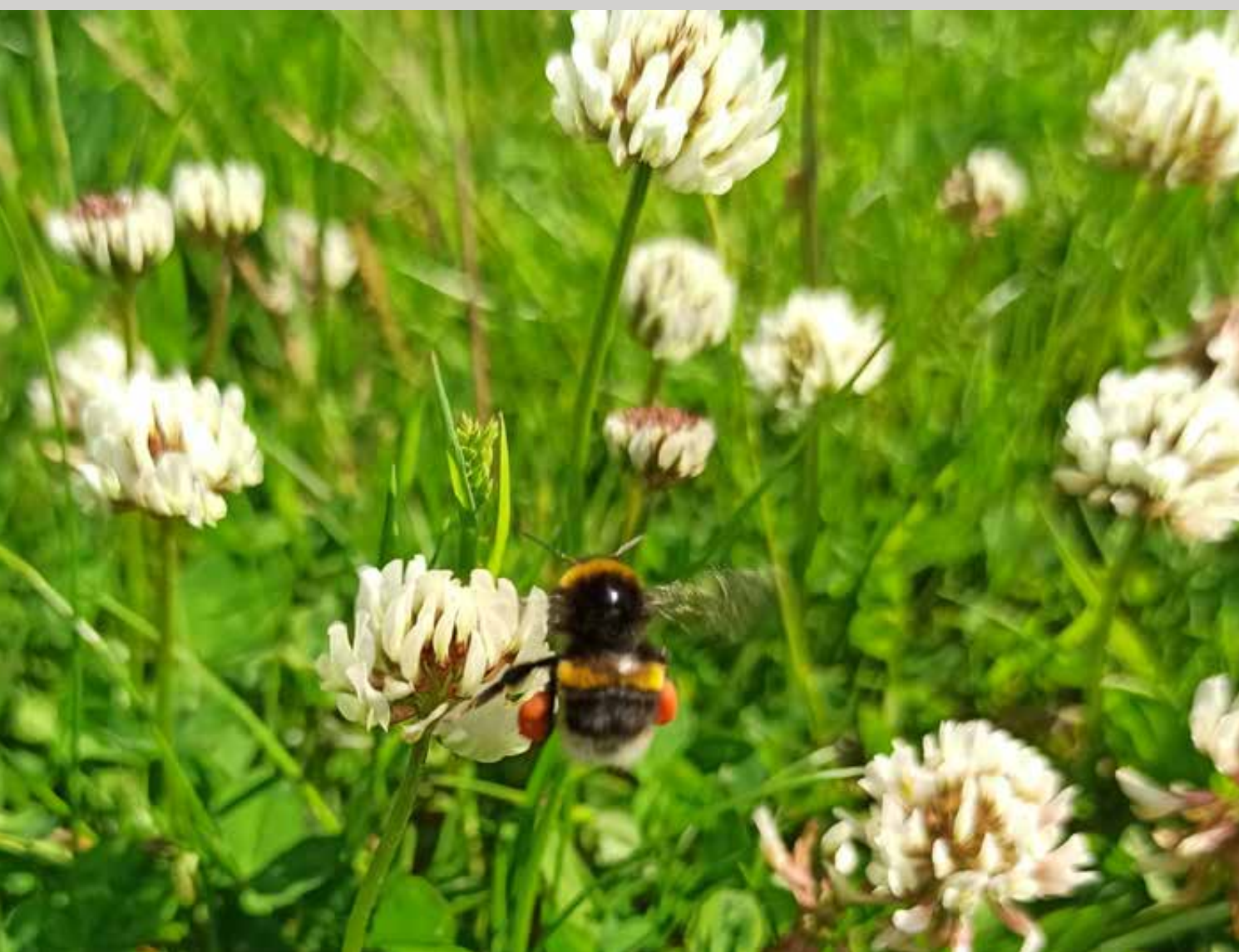
Reuse of Rainwater

GDA have a policy of designing in the reuse of rainwater for non-potable uses. This is above current statutory planning requirements and demonstrates the Agency's commitment to lead in sustainable construction. In 2021, this was included in the design of the following buildings - Academic Hub and West Quad.

Extended Public Realm

During 2021, with the opening of the two Quads and the Lower House, an additional 4.4 hectares was added to the public realm, bringing it to 16.5 hectares. Not all of this is in the final landscaping configuration. Some of the current public realm will be taken back to enable the future site development as per the Masterplan. As sites under construction are completed, new, high-quality public realm will become available. The Masterplan provides for 16.5 hectares of public realm on completion.





Young pear trees in bloom in spring. Image: Agency

Pillar III

Biodiversity

The development of the Grangegorman site presents a great opportunity to enhance the biodiversity value of a Dublin City centre site, protect its biodiversity resource into the future, promote biodiversity locally and support biodiversity conservation efforts at a local and national scale. The Agency works towards implementing the actions identified within the 'Grangegorman Biodiversity Strategy 2017-2022'. Some of the achievements in the year 2021 are outlined below.

Planting of New Trees

Biodiversity Strategic Plan Design Objective 10: GDA will seek to retain a substantial majority of the existing mature trees of quality and will implement a comprehensive planting programme of native species to affect a high quality sylvan public realm. The original Masterplan Landscape design envisaged a new tree concept involving the planting of 2,000 new trees. By the end of the year 2021, up to 491 new trees have been planted.

Tree Protection During Construction

Trees are an integral part of the Grangegorman site and Biodiversity Strategy. The Agency has a responsibility to ensure where feasible, that existing trees will be retained in situ and not damaged during construction works. In 2021, upon completion of the Central Quad, the mature copper beech (*Fagus Sylvatica Purpurea*), stands in pride of place at the centre of the inner courtyard.

Extension of the Green Finger Network

The 'green finger' parks incorporate key north-south pedestrian/cyclist routes through the site and are intended to have a high ecological value. They provide a connection from a main city route – North Circular Road – into the site. Existing large, healthy trees are integrated into the finger parks and, along with new planting of shrubs and herbaceous plants, provide pollinator corridors for bees and invertebrates. Furthermore, the finger parks improve the micro-climatic conditions on the site by increasing humidity, creating air cooling lanes, wind breaking, and improving air quality by reducing fine dust in the air. In 2021 9,750 sqm were brought into circulation.

Swift Bird Boxes

In 2021, to provide practical measures to protect and offer habitat for this endangered urban bird, 10 double entry swift nesting boxes were incorporated in the façade of the Lower House. In addition, 10 swift nesting boxes are planned for inclusion in both the Academic Hub and West Quad buildings, and a further 24 have been designed into the D7ET school.





Rock core samples from c. 1km below ground. Image: RTÉ Eco-Eye

Pillar IV

Energy

One of the major goals of the environment sustainability strategy is to minimise energy demand and carbon emissions by creating an energy plan that allows the Grangegorman Development to become a zero-carbon development by 2050.

The Energy Centre and District Heating network by its very nature is a sustainable concept. The fundamental idea is that all buildings on the Grangegorman campus will be supplied with heat via a district heating network with the water heated by a centralised Energy Centre. Currently the water is heated by five large natural gas boilers. The use of a centralised energy centre eliminates the necessity for individual buildings to operate their own boiler. This means that instead of having 30 individual boilers spread across the campus, heat to all buildings will be supplied from one central source. This brings energy efficiencies and savings and also reduces the cost of maintenance and repairs, as there is only the Energy Centre to be serviced.

Three buildings on site currently get heat directly from the district heating network - the Lower House, the East Quad and the Central Quads. The Greenway Hub and Rathdown House buildings are due to be connected in Q4 of 2022. The efficiencies in the DH system come from economies of scale. The more buildings that are connected to the DH Network the more efficient it becomes and the cheaper the heat cost for individual buildings.

The Energy Centre at the moment runs off natural gas boilers. The construction of the current Energy Centre was the first step on the journey. The aim of the current Energy Centre was basically to get hot water flowing through the DH network. This objective has been achieved. The next step is to determine how the energy centre now evolves in helping to achieve a carbon zero campus using sustainable and renewable fuel sources. It has yet to be determined which direction the Energy Centre is taking and what fuel sources will be used to heat the water. Geothermal, biogas, CHP, heat pumps, biomass boilers are all being explored. It could possibly be a combination of all.

A Grangegorman Sustainable Energy Project Board will be 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.





Grangegorman Gallery artworks. Image: Agency

Pillars V & VI

Social & Innovation

Pillar V Social

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 Area Based Childhood.

A full description of recent achievements can be found in the Annual Report 2021, within
Chapter IV – Community
Chapter VI – Public Art
Chapter VII – Grangegorman Histories

Pillar VI Innovation

A focus by the Agency on seeking innovation in the solution to campus design, procurement of capital projects and productive alliances with technical and complementary bodies.

Improving Competency

Continuous professional development with an emphasis on sustainability, was undertaken by Agency employees during 2021.

- Gas Networks Ireland webinar; Arup Ireland's series of webinars 'Resilience in Real Estate'.
- SEAI: various webinars on 'Carbon Basics'; M&R business travel; Sustainability.
- Institute of Chartered Accountants England & Wales: ESG webinars.
- Sustainability and whole life costing; Building circularity
- Irish Green Building Council: Reducing embodied carbon in construction.

In addition, a number of employees made a site visit to 'Green Generation', Nurney, Co. Meath to see the operation of the anaerobic digester unit, which converts agricultural and food waste into renewable energy (biogas and biomethane) and produces an organic fertilizer as a by-product. Green Generation is a good exemplar Irish company harnessing the power of the circular economy.



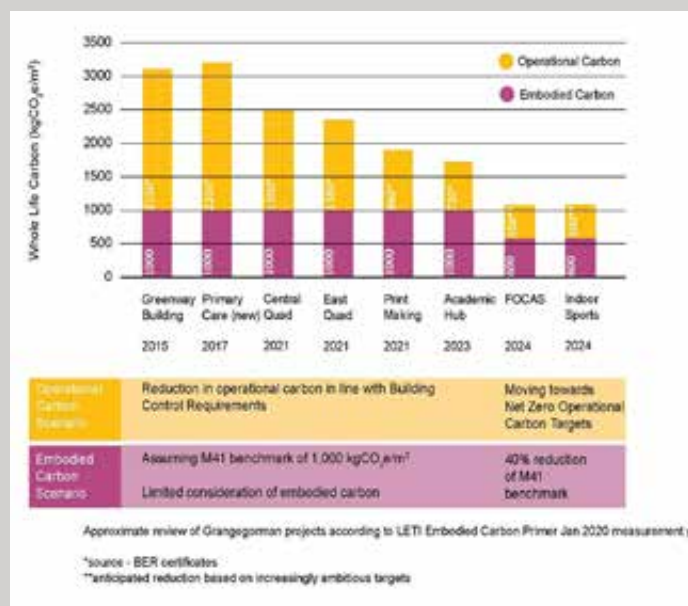


Wildflower meadow north of the Lower House. Image: Conor Mulhern

Sustainability

Metrics & Target Setting

The Agency is working on developing 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, while in theory are possible, in practice are less developed. The Agency is working with design teams to progress this going forward. The broad progress we are making in relation to Pillar 1 – reducing carbon in Buildings is demonstrated below.





Broadstone Plaza meets St Brendan's Way. Image: Conor Mulhern

Section III

Governance

Disclosures and Statutory Reporting

Freedom of Information

The GDA came under the Freedom of Information Act in 2015. As of the end of 2021 the Agency has processed 20 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 2021.

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 – 31 December 2021.

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 2021 the Agency has processed 1 request under this Act.

2018 Code of Conduct for Persons Carrying on Lobbying Activities

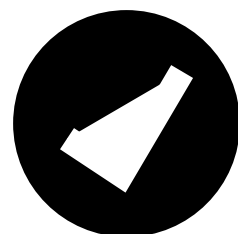
As of 1st January 2019 the Code of Conduct for Persons Carrying on Lobbying Activities applies to the Agency.

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

Financial Statements

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Board Members and Other Information

Board Members

Mr Paul O'Toole	Chairperson	(appointed 14 January 2020)
Mr Gerrard Casey	Chief Executive Officer	
Mr Jim Curran		(re-appointed 9 September 2021)
Ms Elva Duffy BL		(re-appointed on 8 January 2021)
Ms Penelope Kenny FCA		(re-appointed 9 September 2021)
Mr Ciaran McCaffrey		(re-appointed 9 September 2021)
Prof Terri Scott		(re-appointed 9 September 2021)
Mr Jack MacGowan		(re-appointed 9 September 2021)
Ms Mellany McLoone		(re-appointed 9 September 2021)
Dr Susan O'Shaughnessy		(re-appointed 9 September 2021)
Mr David Conway		(appointed 14 January 2020)
Dr Paul Horan		(appointed 20 May 2021)
Mr Luke McManus		(appointed 15 September 2021)
Cllr Joe Costello		(appointed 15 September 2021)
Ms Deirdre Scully		(appointed 15 September 2021)
Cllr Janice Boylan		(term concluded 8 September 2021)
Dr Noel O'Connor		(re-appointed 9 November 2018 & retired 28 April 2021)
Mr Paul Clegg		(term concluded 8 September 2021)
Ms Louise Keegan		(term concluded 8 September 2021)

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



Board Members and Other Information

AUDITORS

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

BANKERS:

Bank of Ireland
College Green
Dublin 2
D02 VR66

AIB plc
1 Lower Baggot Street
Dublin 2
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 (prior to the 21 October 2020 the Minister for Education and Skills) 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 the 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



Governance Statement

by the Minister and be prepared by the CEO and approved by the Agency as soon as 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 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.



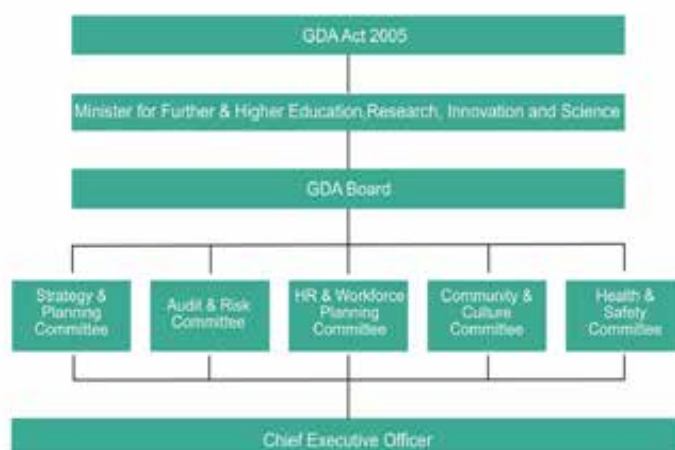
Governance Statement

Agency Governance Cycle



Agency Structure

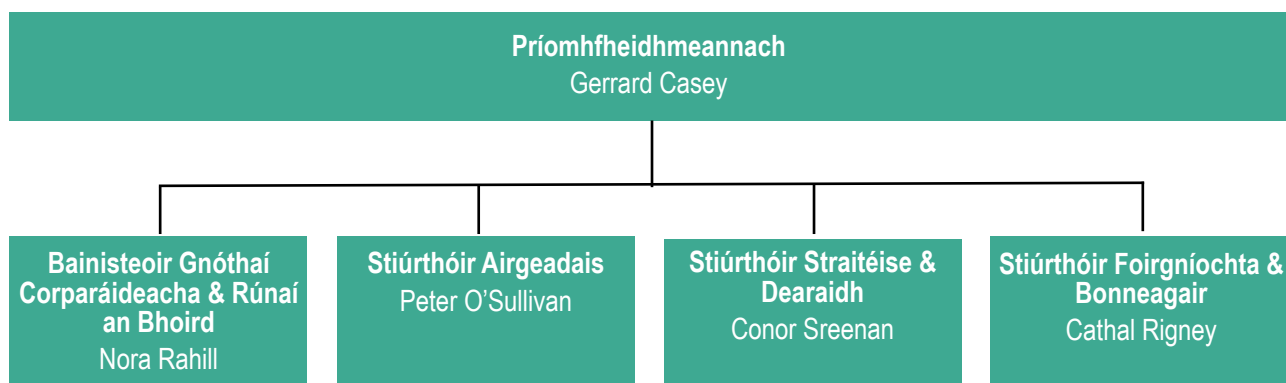
Organisational Structure of the GDA





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 2021, and the respective appointment and resignation dates.

Agency Member	Nominated By	Date Appointed
Mr Paul O'Toole (Chairperson)	Minister for FHERIS	Appointed 14 January 2020
Mr Gerrard Casey (CEO)	Minister for FHERIS	13 July 2016
Mr Jim Curran	Minister for Health	Re-appointed 9 September 2021
Ms Elva Duffy BL	Minister for FHERIS	Re-appointed 8 January 2021
Ms Penelope Kenny FCA	Minister for FHERIS	Re-appointed 9 September 2021
Mr Ciaran McCaffrey	Minister for FHERIS	Re-appointed 9 September 2021
Prof Terri Scott	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
Dr Susan O'Shaughnessy	President TU Dublin	Re-appointed 9 September 2021
Mr David Conway	Minister for FHERIS	Appointed 14 January 2020
Dr Paul Horan	President TU Dublin	Appointed 20 May 2021
Mr Luke McManus	Community	Appointed 15 September 2021
Cllr Joe Costello	CE DCC	Appointed 15 September 2021
Ms Deirdre Scully	CE DCC	Appointed 15 September 2021
Cllr Janice Boylan	CE DCC	Term concluded 8 September 2021
Dr Noel O'Connor	President TU Dublin	Re-appointed 9 November 2018 & retired 28 April 2021
Mr Paul Clegg	CE DCC	Term concluded 8 September 2021
Ms Louise Keegan	Community	Term concluded 8 September 2021

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



Governance Statement

control systems, including audit activities, are monitored actively and independently. The ARC reports to the Agency after each meeting, and formally in writing annually.

The Members of the ARC in 2021 were:

Penelope Kenny FCA (Chairperson), Ciaran McCaffrey, Prof Terri Scott, and Ms Mellany McLoone.

The Members of the ARC in 2022 are:

Penelope Kenny FCA (Chairperson), Ciaran McCaffrey, Elva Duffy and David Conway.

The ARC held 6 meetings in 2021.

2. Health & Safety Committee: comprises five (2021:four) 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 2021 were:

Janice Boylan (Chairperson), Louise Keegan, Ciaran McCaffrey and Susan O’Shaughnessy.

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 2021.

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. In 2021 the committee was known as the Strategy & Property Committee.

The Members of the SPC in 2021 were:

Paul Clegg (Chairperson), Jim Curran, Elva Duffy, Jack MacGowan, Dr Noel O’Connor and David Conway.

The Members of the SPC in 2022 are:



Governance Statement

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

There were 5 meetings of the SPC in 2021.

4. HR & Workforce Planning Committee: comprises three (2021:four) Agency Members. The role of the HR & Workforce Planning Committee (HRWPC) is to advise the Agency and make recommendations on workforce matters. The HRWPC reports to the Agency after each meeting, and formally in writing annually. In 2021 the committee was known as the Workforce & Remuneration Committee.

The Members of the HRWPC in 2021 were:

Mellany McLoone (Chairperson), Jim Curran, Penelope Kenny, Elva Duffy and Dr Noel O'Connor (retired April 2021)

The Members of the HRWPC in 2022 are:

Mellany McLoone (Chairperson), Jim Curran, and Prof Terri Scott.

There were 2 meetings of the HRWPC in 2021.

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), Elva Duffy, Penelope Kenny, Luke McManus, Susan O'Shaughnessy and Deirdre Scully.

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.



Governance Statement

Schedule of Attendance, Fees and Expenses

A schedule of attendance at the Agency and ARC meetings for 2021 is set out below, including the fees and expenses received by each Member:

Board and Board Committee members and meeting attendance in 2021							
	Board	Audit & Risk attendance	Health & Safety	Strategy & Property	Workforce & Remuneration	Fees € 2021	Expenses € 2021
Number of meetings	8	6	3	5	2		
Mr Paul O'Toole	8					8,978	
Mr Gerrard Casey	8						540
CIlr Janice Boylan	3 (5)		1 (3)			4,128	
Mr Paul Clegg	5 (5)			2 (3)			
Mr David Conway	8			4		5,895	
Mr Jim Curran	8			4	2		
Ms Elva Duffy BL	6 (8)			4	1	5,985	
Ms Louise Keegan	5 (5)		3			4,128	
Ms Penelope Kenny FCA	8	6 (Chair)			1	5,985	
Mr Ciaran McCaffrey	7	5	3 (Chair)				
Mr Jack MacGowan	8			5 (Chair)		5,985	
Ms Mellany McLoone	7	6			2 (Chair)		
Dr Noel O'Connor	3 (3)			2 (2)	2		
Dr Susan O'Shaughnessy	8		3				
Prof Terri Scott	6	6				5,985	
Dr Paul Horan	5 (5)			2 (3)			
CIlr Joe Costello	2 (3)					1,773	
Luke McManus	3 (3)					1,773	
Deirdre Scully	3 (3)						
Total						50,615	540
() = the maximum no. of meetings it was possible to attend. otherwise, the maximum number was possible.							

The following members of the Agency, Mr Jim Curran, Dr Paul Horan, Dr Noel O'Connor, Mr Paul Clegg, 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

In April 2021, upon the retirement of Maire Mellerick, Dominick Healy was appointed Director of Construction & Infrastructure. Subsequently Dominick Healy resigned in July 2022, and a new Director of Construction & Infrastructure will be appointed in October 2022.



Governance Statement

Gender Balance in the Board membership

As at 31 December 2021, the Board had 6 (40 %) female and 9 (60 %) male members. The Board therefore meets 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 the Code of Practice for the Governance of State Bodies (2016)

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.

Consultancy Costs

Consultancy costs include the cost of external advice to management.

	2021	2020
	€'000	€'000
Legal advice	265	144
Design consultancy	2,089	8,017
Professional fees	32	260
Health & Safety Advice	<u>37</u>	<u>24</u>
Total Consultancy Costs	<u>2,423</u>	<u>8,445</u>
Contract	131	172
Project Costs	963	1,424
Current Overheads	37	312
Capitalised	<u>1,292</u>	<u>6,537</u>
Total	<u>2,423</u>	<u>8,445</u>



Governance Statement

Legal Costs and Settlements

There were no legal settlements in either 2021 or 2020. However 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:

	2021 €	2020 €
Domestic		
Agency Board Members	0	1,203
Employees	495	2,465
International*		
Agency Board Members	0	0
Employees	0	234
Total	495	3,902

*In 2020 a payment was 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:

	2021 €	2020 €
Staff & Board hospitality	1,568	1,610
Client hospitality	0	0
Total	1,568	1,610



Governance Statement

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, put 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 Affairs 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: 28.09.2022

Mr Gerrard Casey

Board Member

Date: 28.09.2022



Statement on Internal Control

Scope of Responsibility

On behalf of the Grangegorman Development Agency, I 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 (2016).

Purpose of the System on Internal Control

The System of 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 and Reform, has been in place in the Agency for the year ended 31 December 2021 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 six times in 2021.

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.

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



Statement on Internal Control

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

I confirm that the Agency ensures that there is an appropriate focus on good practice in procurement and that procedures are in place to ensure compliance with relevant procurement guidelines, regulations and the Public Spending Code.

I further confirm that, in 2021, the Agency complied with these procedures, that procurements are compliant and that there are no procurement exceptions to note for procurements in excess of €25,000.

Impact of COVID-19 pandemic to the Control Environment

The onset of the COVID 19 pandemic in early 2020, its continuation throughout 2021, and the resulting public health advice and safety measures rapidly changed the working practices of the Grangegorman Development Agency (the Agency).

The Grangegorman Development Agency has monitored the developments closely, looking to mitigate the risks that may affect the Agency's business operations, staff and stakeholders. Actions taken by the Agency include:

- Initiate the Agency's Business as Usual (BAU) / Business Continuity model.
- Transition the Board, the Executive and Staff of the Agency to a remote environment for the purpose of making business decisions.
- Make necessary adaptations to the Agency's physical office environment in line with published guidance and expert assessment.
- Ongoing COVID-19 risk assessments for staff and stakeholders.
- Continual assessment of significant risks pertaining to the COVID-19 pandemic and the agility of the Agency to respond effectively.
- Ensuring robust segregation of duties remains and adequate cover is in place should specific approving authorities be unavailable.
- Ensuring all existing data protection and records management policies and procedures continue to apply as normal.
- Assess potential for weaknesses in internal controls resulting from COVID-19 and take measures to monitor and update internal controls where necessary.
- Manage the implications on our live construction sites and on our future construction projects.



Statement on Internal Control

Review of Effectiveness

I 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 ARC which oversees their work, and the senior management within the Agency responsible for the development and maintenance of the internal financial control framework.

I 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 2021. The Annual Assurance Report was published in February 2022 and presented to the ARC at the 22 February 2022 meeting.

Internal Control Issues

The continuation of the COVID-19 pandemic in 2021 significantly impacted on the operations of the Grangegorman Development Agency, posing operational, health and safety and financial risks and challenges. New activities, reprioritisation of work and pressure to deliver services have impacted on the Agency's operations and staff. These risks have been assessed, documented on the Risk Register and mitigating actions have been put in place. The risks and required actions are being continually monitored. The resultant challenges in maintaining effective internal controls were assessed by the Board, incorporating guidance issued by the Chartered Institute of Internal Auditors and the Office the Comptroller and Auditor General. The Board is of the opinion that there has been no material change to the operation of the internal control environment in the Grangegorman Development Agency as a result of COVID-19.

No material weaknesses in Internal Control were identified in relation to 2021.

On behalf of the Members of the Agency:

Mr Paul O'Toole

Chair

Date: 28.09.2022

Mr Gerrard Casey

Board Member

Date: 28.09.2022



Report of the Comptroller and Auditor General



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 2021 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 2021 and of its income and expenditure for 2021 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
29 September 2022



Report of the Comptroller and Auditor General

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 2021 €'000	Year ended 31 Dec 2020 €'000
INCOME			
Income	<u>2</u>	10,653	4,427
Net deferred funding for retirement benefits	<u>8 (c)</u>	444	392
Other income	3	<u>21,357</u>	<u>1,894</u>
		32,454	6,713
Transfer of land & buildings from the Agency	13	(20,248)	
Transfer from / (to) capital account	4	<u>(4,971)</u>	<u>898</u>
		7,235	7,611
EXPENDITURE CONTRACT & PROJECT COSTS			
Contract costs	5	179	683
Project costs	6	1,629	2,040
Recoverable shared expenses		1,072	559
Special Projects / Commissions		<u>41</u>	<u>2</u>
		<u>2,921</u>	<u>3,284</u>
Gross Contribution		4,314	4,327
GENERAL OVERHEADS			
Staff costs	7	1,892	1,735
Retirement costs	8 (d)	476	400
Board members' remuneration and expenses	12	51	51
Establishment costs	9	149	143
Professional services	10	289	539
General operating expenses	11	115	101
Communications & PR		41	34
Depreciation	13	1,134	1,087
Audit fees		<u>28</u>	<u>30</u>
		<u>4,175</u>	<u>4,120</u>
SURPLUS FOR THE YEAR		139	207
Balance brought forward at 1 January		<u>899</u>	<u>692</u>
BALANCE CARRIED FORWARD AS AT 31 DECEMBER		<u>1,038</u>	<u>899</u>

The Statement of Cash Flows and notes 1 to 25 form part of these Financial Statements.

ON BEHALF OF THE BOARD:

Mr Paul O'Toole
Chair

Date: 28.09.2022

Mr Gerrard Casey
Board Member

Date: 28.09.2022



Statement of Comprehensive Income

	Notes	Year ended 31 Dec 2021	Year ended 31 Dec 2020
		€'000	€'000
Surplus for the year		<u>139</u>	<u>207</u>
Experience gain/(loss) on Retirement Benefits scheme liabilities		(760)	(360)
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)	(760)	(360)
Adjustment to retirement benefit funding		<u>760</u>	<u>360</u>
Total comprehensive income for the year		<u>139</u>	<u>207</u>

The Statement of Cash Flows and notes 1 to 25 form part of these Financial Statements.

ON BEHALF OF THE BOARD:

Mr Paul O'Toole

Chair

Date: 28.09.2022

Mr Gerrard Casey

Board Member

Date: 28.09.2022



Statement of Financial Position

	Notes	31 December 2021	31 December 2020
		€'000	€'000
FIXED ASSETS			
Property, plant and equipment	13	<u>114,213</u>	<u>124,577</u>
CURRENT ASSETS			
Work in progress	14	0	0
Receivables and prepayments	15	2,006	864
Cash at bank and in hand		8,692	8,134
Cash Equivalents		<u>111,450</u>	<u>141,049</u>
		122,148	150,047
CURRENT LIABILITIES			
Amounts falling due within one year	16	<u>(10,414)</u>	<u>(8,862)</u>
NET CURRENT ASSETS		<u>111,734</u>	<u>141,185</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>225,947</u>	<u>265,762</u>
LONG TERM LIABILITIES			
Amounts falling due after more than one year	17	(131,441)	(176,366)
Retirement benefit liabilities	8(b)	(4,127)	(2,923)
Deferred retirement benefit funding	8(b)	<u>4,127</u>	<u>2,923</u>
TOTAL ASSETS LESS LIABILITIES		<u>94,506</u>	<u>83,396</u>
REPRESENTING			
Retained revenue reserves	18	1,038	899
Capital account	4	<u>93,468</u>	<u>88,497</u>
		<u>94,506</u>	<u>89,396</u>

The Statement of Cash Flows and notes 1 to 25 form part of these Financial Statements.

ON BEHALF OF THE BOARD:

Mr Paul O'Toole
Chair

Mr Gerrard Casey
Board Member

Date: 28.09.2022

Date: 28.09.2022



Statement of Cash Flows

		Year ended 31 December 2021	Year ended 31 December 2020
	Notes	€'000	€'000
Cash flows from operating activities			
Operating surplus for the year		139	207
Depreciation	13	1,134	1,087
Loss on disposal of asset		0	2
Interest receivable	3	(1)	(2)
(Increase)/Decrease in work in progress	14	0	63
Decrease /(Increase) in receivables	15	(1,142)	(413)
Increase /(Decrease) in payables	16	1,552	3,141
Transfer (from) / to capital account	4	4,971	(898)
Transfer of assets to TU Dublin	13	448	0
Advance payments on construction activities	17	<u>(25,125)</u>	<u>(1,929)</u>
Net cash inflow from operating activities		<u>(18,024)</u>	<u>1,258</u>
Cash flows from investing activities			
Payments to acquire tangible fixed assets	13	(11,019)	(22,562)
Interest received	3	<u>1</u>	<u>2</u>
Net cash flow from investing activities		<u>(11,017)</u>	<u>(22,560)</u>
Increase/ decrease in cash and cash equivalents		(29,041)	(21,302)
Cash and cash equivalents at 1 January		<u>149,183</u>	<u>170,485</u>
Cash and cash equivalents at 31 December		<u>120,142</u>	<u>149,183</u>

The Statement of Cash Flows and notes 1 to 25 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 17).
 - 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 and Skills 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:

i) BASIS OF ACCOUNTING



Notes to the Financial Statements

The financial statements of the Agency for the year ended 31 December 2021 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, given the Agency are not the grantor for the purposes of FRS 102 (section 34.12), the



Notes to the Financial Statements

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 Department of Public Expenditure and Reform.

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 Department of Public Expenditure and Reform. 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 Department of Education and Skills (DOES), the Health Service Executive (HSE) and the Department of Transport, Tourism and Sports made the following funds available to the Agency during the year:

	2021	2020
	€'000	€'000
DFHERIS – Current (Subhead B. 14)	3,212	3,137
DFHERIS – Capital (Subhead B.16)	895	519
DOES – Capital (Primary level)	6,328	86
Retirement benefit contributions remitted to DFHERIS / DPER	0	0
HSE – Contract costs	179	683
Department of Transport, Tourism and Sports - Sports Capital Programme	<u>39</u>	<u>2</u>
	<u>10,653</u>	<u>4,427</u>

The Agency was awarded a grant from the Department of Transport, Tourism and Sports, 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

	2021	2020
	€'000	€'000
Technological University Dublin	380	1,128
Technological University Dublin – transfer of buildings	19,800	0
Technological University Dublin – reimbursement of costs	1,089	397
Others - Recoupment of other costs	87	367
Bank interest	<u>1</u>	<u>2</u>
	<u>21,357</u>	<u>1,894</u>



Notes to the Financial Statements

During 2021, control over the Lower House was passed over to TU Dublin. The transaction resulted in a recognition of income from TU Dublin and a matching reduction in long term liability to TU Dublin. In 2020 no buildings or assets were transferred over to TU Dublin.

As reported in note 17, an amount of €288k was released to other income comprising funding for project costs of €190k, an amount released to match depreciation of €98k. An amount of €92k was accrued for resulting in a total of €380k being taken to other income in 2021.

4. Capital Account

	2021	2020
	€'000	€'000
Balance at 1 January	<u>88,497</u>	<u>89,395</u>
Transfer from the Statement of Income and Expenditure and Retained Revenue Reserves:		
Funds allocated to assets in development and construction	6,454	86
Disposal of fixed assets (land) to TU Dublin	(448)	0
Amortised in line with asset depreciation	<u>(1,035)</u>	<u>(984)</u>
Total movement in the year	<u>4,971</u>	<u>(898)</u>
Balance at 31 December	<u>93,468</u>	<u>88,497</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

	2021	2020
	€'000	€'000
Contract costs	<u>179</u>	<u>683</u>



Notes to the Financial Statements

Up to 31 December 2021, the Agency had incurred contract costs which had been invoiced to the HSE totalling €35,189k. All of these costs relate to contracts with the HSE in respect of 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 2021 €'000	2021 €'000	Total Cumulative Expenditure €'000
Legal and professional	3,998	179	4,177
Enabling and construction works	30,027	0	30,027
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>35,010</u>	<u>179</u>	<u>35,189</u>

To date the Phoenix Care Centre and the Primary Care Centre are complete and are in use. Planning and design has commenced on the Residential Care Neighbourhood.

6. Project Costs

	2021 €'000	2020 €'000
Legal services	260	111
Design consultancy	643	1,186
Professional fees – Project Co-ordinators	290	242
Enabling and construction works	224	200
Estate Management & Maintenance	<u>212</u>	<u>301</u>
	<u>1,629</u>	<u>2,040</u>

Project costs of €1,629k (2020: €2,040k) include €937k (2020: €1,452k) incurred in connection with ongoing PPP project set up costs in respect of the development of educational facilities within the Grangegorman site.



Notes to the Financial Statements

PPP Quads

The State has procured two academic buildings for the Grangegorman campus by way of a PPP process. The Minister for DFHERIS is the contracting party with the procurement process being managed for and on behalf of the Minister and Grangegorman Development Agency by the NDFA acting as the Minister's agent as provided by the NTMA (Amendment) Act 2014. The GDA is the state authority responsible for the regeneration of the Grangegorman site in accordance with its establishing legislation.

The Agency and TU Dublin have worked with the National Development Finance Agency (NDFA) on the design and procurement of this project. The set up costs of procuring the PPP project are funded by the DFHERIS and are written off by the Agency as project costs as incurred. The Agency's commitments relating to the set up costs for these PPP projects are included in Note 20 capital commitments. PPP procurement costs include design and legal fees. Construction on the project commenced on 28th March 2018.

The Minister for DFHERIS entered into the Project Agreement with the PPP party, Eriugena, which has provided the TU Dublin Grangegorman campus with two buildings on a design, build, finance and maintain basis in return for Unitary Charge payments over a 25 year period. The East Quad was handed over to TU Dublin on 21 December 2020 and the Central Quad on 10th March 2021. On service commencement, Unitary Charge payments are payable by DFHERIS and TU Dublin.

Up to 31 December 2021, the Agency had incurred total project costs of €41,180k which includes €15,559k in connection with PPP set up costs and are included in the total non-capitalised costs associated with the development of education and healthcare facilities. A breakdown by major components is set out below:

	2021	2020
	€'000	€'000
Masterplan, Strategic Development and Strategic Development Zone (SDZ) planning scheme	8,425	8,425
Site infrastructure and public realm	417	417
Adjustment for earlier years	161	161
Non capitalised costs associated with the development of education and healthcare facilities	<u>32,177</u>	<u>30,548</u>
	<u>41,180</u>	<u>39,551</u>



Notes to the Financial Statements

7. Staff Costs

	2021	2020
	€'000	€'000
Wages and salaries	1,494	1,339
Seconded & agency staff	193	237
Employer's PRSI	162	142
Staff training and recruitment	<u>43</u>	<u>17</u>
	<u>1,892</u>	<u>1,735</u>

Number of employees

An average of 22 (2020: 20) staff were directly employed by the Agency during the year.

An average of 3.5 (2020: 4) staff were employed by way of secondment or through third party service providers during the year.

€31k (2020: €28k) was deducted from staff by way of an additional superannuation contribution and was paid over to the DFHERIS.

Management and staff related hospitality expenses were €2k (2020: €2k). Total foreign travel expenditure incurred in respect of the CEO and staff was €nil (2020: € 234).

Employee benefits breakdown*

Range of total employee benefits		Number of employees	
From	To	2021	2020
€20,000 - €29,999		1	1
€30,000 - €39,999		1	2
€40,000 - €49,999		1	2
€50,000 - €59,999		1	1
€60,000 - €69,999		6	4
€70,000 - €79,999		4	5
€80,000 - €89,999		6	5
€90,000 - €99,999		1	0
€100,000 - €109,999		0	0
€110,000 - €119,999		<u>1</u>	<u>1</u>
		<u>22</u>	<u>21</u>

*Applies to staff directly employed by the Agency as at 31 Dec 2021.



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 Department of Public Expenditure and Reform in respect of the Single public sector scheme.

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. The Scheme provides a retirement benefit (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 2021.

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:

	2021	2020
Discount rate	1.20%	0.80%
Rate of increase in salaries	3.50%	2.50%
Rate of increase in retirement benefits	3.00%	2.00%
Inflation	2.00%	1.75%



Notes to the Financial Statements

(b) Statement of Financial Position Recognition

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

	2021	2020
	€'000	€'000
Present value of defined benefit obligations that are wholly unfunded	4,127	2,923
Present value of defined benefit obligations that are wholly or partly funded	<u>0</u>	<u>0</u>
Deferred retirement benefit funding	<u>(4,127)</u>	<u>(2,923)</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

	2021	2020
	€'000	€'000
Funding recoverable in respect of current year retirement benefit costs	479	400
Less: retirement benefit payments	<u>(35)</u>	<u>(8)</u>
	<u>444</u>	<u>392</u>

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

	2021	2020
	€'000	€'000
Current service cost	456	375
Interest cost	23	25
Employees contribution refunds	<u>(3)</u>	<u>0</u>
Expenses recognised in the income and expenditure and retained revenue reserves account	<u>476</u>	<u>400</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



Notes to the Financial Statements

with the DFHERIS, the Agency has no evidence that this funding policy will not continue to progressively meet this amount in accordance with current practice. The deferred funding liability for retirement benefits as at 31 December 2021 amounted to €4,127k (31st December 2020 - €2,923k).

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:

	2021	2020
	€'000	€'000
Present value of defined benefit obligation at 1st January	2,923	2,171
Current service cost	456	375
Interest cost	23	25
Benefits paid in the year	(35)	(8)
Actuarial loss / (gain)	<u>760</u>	360
Present value of defined benefit obligation at 31st December	<u>4,127</u>	<u>2,923</u>

9. Establishment Costs

	2021	2020
	€'000	€'000
Repairs and maintenance	15	6
Cleaning	4	15
Insurance	70	56
Rent	27	2
Light and heat	33	61
Waste management	0	1
Loss on Disposal of Fixed Asset	<u>0</u>	<u>2</u>
	<u>149</u>	<u>143</u>



Notes to the Financial Statements

10. Professional Services

	2021	2020
	€'000	€'000
Legal services	30	68
Accountancy / Financial advisory	3	3
Consultancy (including property advisory)	147	252
Internal Audit fees	18	22
Pension advisory fee	6	4
Other Professional fees	<u>85</u>	<u>190</u>
	<u>289</u>	<u>539</u>

11. General Operating Costs

	2021	2020
	€'000	€'000
Printing, postage and stationery	4	15
Telephone	6	8
Website and IT expenses	61	55
Office expenses	12	6
Meeting expenses	1	2
Newspapers, journals and reference material	0	0
Subscriptions	18	8
Travel and subsistence	0	2
Interest Payable	<u>13</u>	<u>5</u>
	<u>115</u>	<u>101</u>



Notes to the Financial Statements

12. Board Member Fees and CEO Salary

	2021 €'000	2020 €'000
Chairperson's remuneration	9	9
Board member fees	42	40
Board members expenses	<u>0</u>	<u>2</u>
	<u>51</u>	<u>51</u>
Chief Executive Officer	2021 €'000	2020 €'000
Basic Salary	<u>112</u>	<u>107</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.

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 2021	93,323	36,733	300	130,356
Additions	136	10,836	47	11,019
Disposal	<u>(448)</u>	<u>(19,800)</u>	<u>(17)</u>	<u>(20,265)</u>
At 31st December 2021	<u>93,011</u>	<u>27,769</u>	<u>330</u>	<u>121,110</u>



Notes to the Financial Statements

	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 2021	5,707	0	72	5,779
Charge for the year	1,063	0	71	1,134
Disposals	<u>0</u>	<u>0</u>	<u>(16)</u>	<u>(16)</u>
At 31st December 2021	<u>6,770</u>	<u>0</u>	<u>127</u>	<u>6,897</u>
NET BOOK VALUE				
At 31st December 2021	<u>86,241</u>	<u>27,769</u>	<u>203</u>	<u>114,213</u>
At 31st December 2020	<u>87,616</u>	<u>36,733</u>	<u>228</u>	<u>124,577</u>

In 2021, control over the Lower House passed to TU Dublin and the disposal is reflected within the assets above. Matching funding €19,800k was released under the Long Term Loan see note 17 (c).

In the year 2020 there was no transfer of control of land or building assets to TU Dublin.

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 and another 0.5 acre was transferred in 2021.

Assets in development and construction are mainly the D7ET Primary School (€7.9m), Academic Hub (€6.0m), West Quad (€5.7m), Energy Centre (€3.9m), the temporary Sports-Changing (€2.0m), Print-making workshop (€1.6m) and smaller projects (€0.7m).



Notes to the Financial Statements

The Agency moved offices from the Clock Tower 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. Work in Progress	2021	2020
	€'000	€'000
Work in progress	<u>0</u>	<u>0</u>
15. Receivables and Prepayments	2021	2020
Amounts falling due within one year	€'000	€'000
Trade receivables	522	330
Amounts due from the Health Service Executive	0	0
Amounts due from the Technological University Dublin	1,176	324
Accrued income	240	144
Sundry receivables and prepayments	<u>68</u>	<u>66</u>
	<u>2,006</u>	<u>864</u>

All receivable balances are deemed recoverable within one year.

16. Current Liabilities	2021	2020
Amounts falling due within one year	€'000	€'000
Trade payables	295	863
Amounts due to the Technological University Dublin	231	169
Professional services withholding tax	63	249
Value added taxation	281	567
RCT	0	0
PAYE / PRSI	54	51
Accruals	3,227	3,059
Deferred income	5,622	3,166
Retentions held on construction operations	559	647
Sundry payables	<u>82</u>	<u>91</u>
	<u>10,414</u>	<u>8,862</u>



Notes to the Financial Statements

17. Long Term Liabilities	2021	2020
Amounts falling due after more than one year	€'000	€'000
Advanced payments on construction activities	<u>131,441</u>	<u>176,366</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 2021, a total of €17,508k (2020: €32,655k) 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.

		2021	2020
		€'000	€'000
Balance at 1st January		176,366	178,295
Advanced in year		0	7,257
Costs of property disposal		0	0
Amount released to other income in respect			
of project costs in year	(a)	(190)	(1,041)
Amounts transferred to TU Dublin	(b)	(24,837)	(8,048)
Transfer of Assets to TU Dublin	(c)	(19,800)	0
Depreciation	(a)	(98)	(97)
Balance at 31st December		<u>131,441</u>	<u>176,366</u>

The balance is made up of		2021	2020
		€'000	€'000
TU Dublin Funding provided not utilised at year end,			
cash & cash equivalents balance		113,934	143,711
Cumulative funding used for asset development	(d)	<u>17,507</u>	<u>32,655</u>

TU Dublin Long Term Liability Balance at 31st December	<u>131,441</u>	<u>176,366</u>
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- (a) The amount released to income comprises funding for project costs of €190k, and an amount released to match depreciation of €98k. Such income is reported in Note 3.



Notes to the Financial Statements

- (b) €24,837k was transferred to TU Dublin for projects directly managed by TU Dublin on the Grangegorman campus – Audio Visual & ICT equipment €9,228k; Vat payment on PPP Quads €7,860k; Park House €6,357k; and Rathdown House €1,392k.
- (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.
- (d) Cumulative Funding used for asset development (€17,508) comprises West Quad €5,733k; Academic Hub €4,044k; Energy Centre €3,655k; Sports Changing facilities €1,700k; Print Workshop €1,534k and smaller projects €842k.

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).

18. Retained Revenue Reserves

	2021	2020
	€'000	€'000
At 1st January	899	692
Surplus for year	<u>139</u>	<u>207</u>
At 31st December	<u>1,038</u>	<u>899</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.

19. Board Member Interests

The Agency adopted procedures in accordance with guidelines issued by the Department of Public Expenditure 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

20. Capital Commitments

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

	2021	2020
	€'000	€'000
Contracted for but not provided for in the financial statements		
PPP set up costs	149	1,457
Non PPP	<u>12,713</u>	<u>7,238</u>
	<u>12,862</u>	<u>8,695</u>

21. Analysis of Changes in Net Funds

	Opening Balance €'000	Cash flows €'000	Closing Balance €'000
Cash at bank and Cash Equivalents	<u>149,183</u>	<u>(29,041)</u>	<u>120,142</u>
Net funds	<u>149,183</u>	<u>(29,041)</u>	<u>120,142</u>

22. 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 5, 12 and 16.

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 €163k (2020: €158k).



Notes to the Financial Statements

23. 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.

24. 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. The Board recognises that the COVID 19 pandemic is a significant event which continues since the reporting date. The Board is taking the situation seriously and is monitoring the situation in conjunction with management, on an ongoing basis.

25. Approval Of Financial Statements

The financial statements were approved by the Board on 28.09.2022

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
Sharon Hughes
Mark O'Donnell

Dublin City Council Public Representatives
Cllr Ray McAdam
Cllr Nial Ring

Health Service Executive

HSE Staff
Fiona Davis

HSE Service Users Representatives
Annette Murphy
Kathleen Eccles

Public Representatives
Neasa Hourigan TD

Local Residents
Eugene Kelly
Mark O'Neill

*as of end of 2021

Appendices

APPENDIX 2*

Agency Staff

Ger Casey – Chief Executive Officer

Dominick Healy– Director of Construction and Infrastructure

Peter O'Sullivan – Director of Finance

Nora Rahill – Corporate Affairs Manager

Conor Sreenan – Director of Strategy and Design

Padraic Ballantyne – Senior Engineer/Project Coordinator

Shay Bowman – Senior Engineer/Project Coordinator

Anne-Marie Deasy – Administrator

Kehinde Oluwatosin – Senior Planner

Catherine Hallinan – Financial Controller

Lori Keeve – Communications Manager

Aideen Lowery - Senior Architect/Project Coordinator

Des Marmion – Senior Engineer/Project Coordinator

Kathleen McCann – Employment and Training Coordinator

Robert Moore – Project Information Manager

Pat Moynihan – Senior Engineer/Project Coordinator

Derek Niven – Senior Quantity Surveyor/Project Coordinator

Catherine Opdebeeck - Senior Architect/Project Coordinator

Pat O'Sullivan – Senior Architect/Project Coordinator

James Stone – Quantity Surveyor Intern

Edward Scanlon – Senior Architect/Project Coordinator

Catherine Stapleton – Assistant Accountant

Nigel Thompson – Senior Quantity Surveyor/Project Coordinator

*as of end of 2021