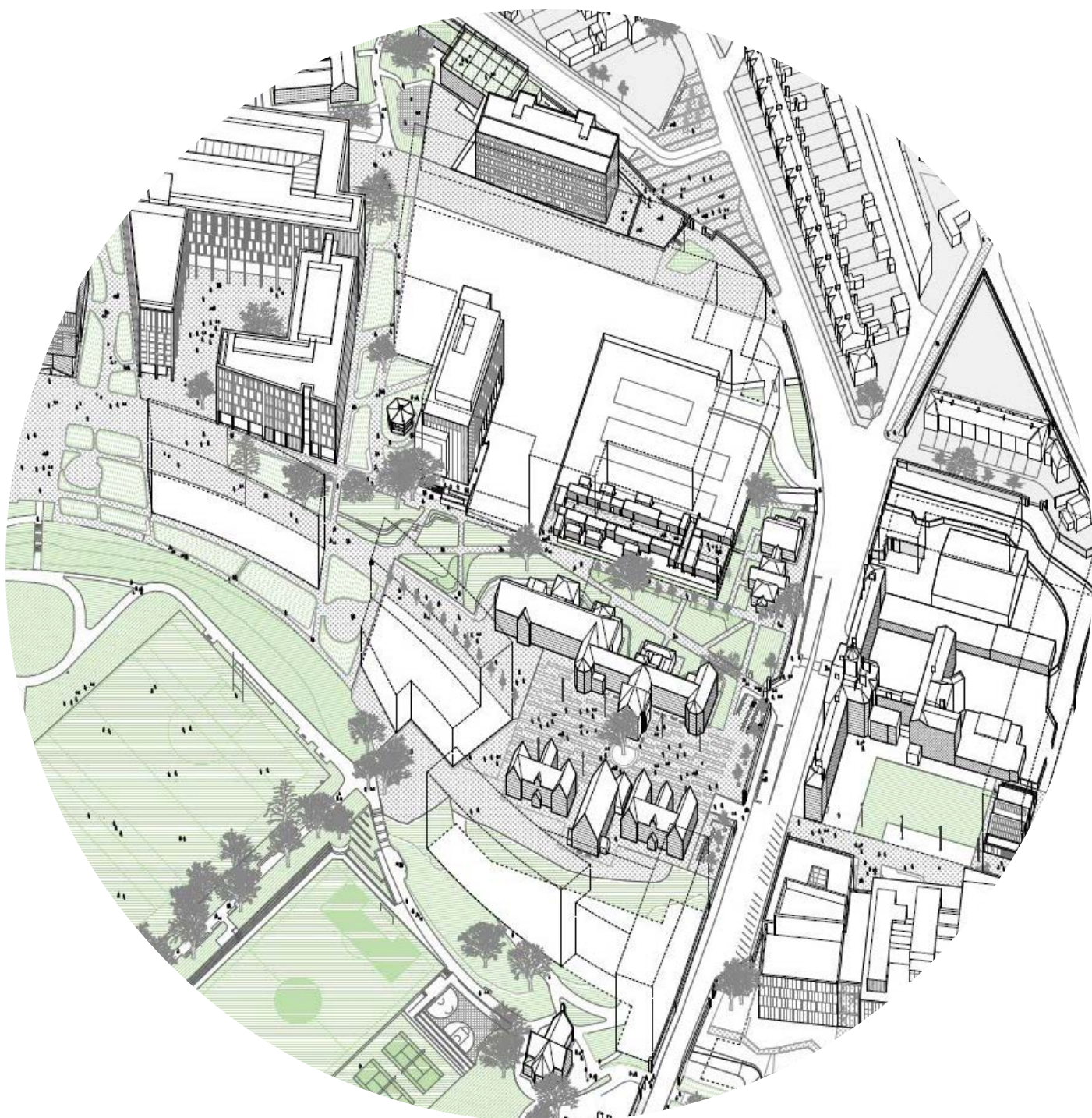




**Grangegorman**  
**Development Agency**  
Gníomhaireacht Forbartha  
Ghráinseach Ghormáin

# The Annual Report. 2020





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# Chairperson's Welcome

Paul O'Toole, Agency Chair

The impact of the Covid-19 pandemic has been very significant across all aspects of the Agency's work throughout 2020. However, the Agency continued to press ahead and devise better and more appropriate ways of delivering on its statutory functions and the Masterplan vision for Grangegorman.

This determination bore fruit with the handover of key buildings at the end of the year and enabled the Agency to focus on the future by devising its 5 Year Strategy in early 2021. Supporting the Executive in delivering its strategic objectives and defining a distinctive and enduring Mission, Vision and set of Values for the Agency remains a key focus of the GDA Board.

The next stages of development will see a number of notable projects that will continue the transformation of Grangegorman into a vibrant community that encompasses a world class, integrated and inclusive education, health, and community campus.

These include:

- The construction of the permanent primary school for the pupils and staff of the Educate Together D7.
- The delivery of a new HSE residential care neighbourhood.
- The completion and occupation of the Central Quad planned for the end of March 2021.
- The Academic Hub / Library for TU Dublin.
- Design and planning of TU Dublin's Indoor Sports Centre and FOCAS Research Institute.
- Continuing employment, training and business opportunities arising from the development,
- Further Public Art and History based projects, including the completion of the major sculpture currently commissioned and other significant artworks; an international art conference and an oral history project.

Covid-19 will undoubtedly continue to pose challenges in the year ahead, but it is testament to the resilience, agility and determination of the Agency, stakeholders, partners and the community that milestone projects continued to be delivered throughout 2020, despite the turbulent and uncertain times.

The Board and Executive are also mindful of the many other key challenges, both expected and unforeseen, that the Agency will have to face in a controlled and co-ordinated manner over the coming years. Of prime importance is the wellbeing and health and safety of the community and those working on the project.

The pandemic has also placed a renewed focus on the revitalisation and use of urban spaces and has positioned the home and community at the centre of work and lifestyle change. Protection of the environment, biodiversity, and our response to the climate crisis has, therefore, never been more pertinent. We will continue to collaborate with our stakeholders and partners in Dublin City Council to ensure Grangegorman plays its part in enabling Dublin city to reach its climate action goals.

Finally, as Chair of the Agency, I would like to thank Ger Casey, CEO; the Executive; and Staff of the GDA, as well as HSE, TU Dublin, Dublin City Council, NDFA and the surrounding community. The delivery of the project is further enhanced by the Agency's relationship with 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 and Skills.

I very much look forward to working in collaboration with these strategic partners on the next phase of delivery of the vision for Grangegorman.





# Agency CEO Welcome

Ger Casey, Agency Chief Executive Officer

2020 will be a year we will all remember for many reasons. The effects of the Covid-19 pandemic took an enormous toll on each of us as individuals and collectively as a community. While the GDA Team, in the main, were working from home, their commitment to delivery of the projects was maintained. The pandemic also left its mark on the Grangegorman project with the initial government lockdown in March bringing construction to a halt. The phased lifting of restrictions in May allowed works to resume albeit with the stringent, but necessary, Covid-19 safety measures in place.

Despite the challenges, progress on the project continued. This is due, in no small part, to the commitment and collaboration of our stakeholders, design teams, consultants, contractors and the GDA Team - who all played their part in ensuring the project continued to drive forward - and I would particularly like to acknowledge the contributions of those on the front line on site. As a result, we arrived at the end of 2020 with the East Quad building handed over to TU Dublin and the once dilapidated Lower House restored to life and ready for occupation.

These two stunning buildings, combined with the opening of the Broadstone Plaza, will reveal the east side of the site for the first time and further integrate it with the surrounding neighbourhood. Due to the pandemic, student occupation of these buildings will occur on a phased basis from 2021 but when fully occupied, this area will become an enlivened hub of arts and culture for TU Dublin and the community.

The commissioning of the Interim Energy Centre in 2020 and rollout of a district heating network with the capacity to adapt to changing energy needs, were also key milestones for the project - enabling buildings like the East Quad and Lower House to become fully operational. Work on the Central Quad - the largest building in Grangegorman at 36,000m<sup>2</sup> - was completed with handover to TU Dublin in March 2021.

The design of the West Quad also reached an advanced stage. This building will allow for the relocation of TU Dublin's College of Business and School of Languages and Law from Aungier Street to Grangegorman.

The Academic Hub & Library, which will become the academic heart of the campus, was also issued for tender to contractors in 2020. We expect to see construction commencement of this significant building in 2021. In the interim, the TU Dublin redevelopment of Park House includes these essential facilities. Work on this project will be enabled by the relocation of the TU Dublin Printmaking Workshop and Field Sports Changing

Facilities, the construction of two temporary buildings for these facilities also got underway in 2020.

On the healthcare side, the HSE Residential Care Neighbourhood (RCN), located beside the Primary Care Centre, progressed to Stage 2a 'Developed Design'. Following consultation with the community, the expectation is that a planning application will be lodged for this project by Quarter 4 2021. The RCN will become home to c.100 residents and comprises healthcare facilities such as a nursing home, a day care centre, and a pharmacy. Nearby, on Grangegorman Upper, construction on the new Dublin 7 Educate Together National School commenced in early January 2021. These projects will further contribute to Grangegorman's transformation as an integrated and inclusive education, health, and community campus and provide further opportunity for cross-generational interaction between the National School, the University, and the RCN.

In 2020, the Agency launched an international architectural competition for the design of TU Dublin's FOCAS Research Institute. The progressive approach to procurement on this project is intended to inform the Agency's climate action objectives and to further integrate them into the design and delivery of projects into the future.

While the Covid-19 restrictions curtailed our usual programme of public events and activities on campus, this did not prevent the Grangegorman Labour & Learning Forum, Public Art Working Group, and Grangegorman Histories from forging ahead with their plans in 2020. At a difficult time for the local community, local employment rates from the Grangegorman project ranged from between 5-10%. We were also heartened to see the community use the public spaces at Grangegorman campus to get their much needed recreation, play and exercise during the nationwide lockdown.

Given the unprecedented challenges, the progress made in 2020 represents the enormous effort made by the Board and staff of GDA; our stakeholders in the HSE; TU Dublin; the Community; NDFA; DCC; design teams and contractors. I would again particularly like to acknowledge all those who came to work on site over the last year. We look forward to celebrating the significant milestones achieved together in 2021 along with our colleagues in the Department of Further and Higher Education, Research, Innovation and Science; the Department of Health; and the Department of Education and Skills. I am hugely grateful for the support and collaboration in enabling this transformation to advance.

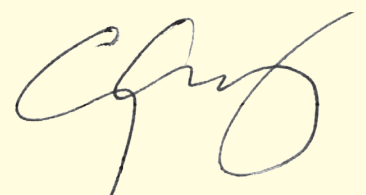














Image: Barrow Coakley Photography



# 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 2020, DCC has granted 47 planning applications.

Over 2020, 6 planning applications were granted: One further planning application was submitted in late December. This application was subsequently approved in early 2021.

Application	Reg. Ref	Application Date	Decision Date
Permission and Retention of Warehouse opposite The Clock Tower.	GSDZ4003/20	18/12/2020	19/02/2021
Retention permission for the Energy Centre	GSDZ3154/20	06/08/2020	30/09/2020
Temp Estate Accommodation	GSDZ3064/20	21/07/2020	14/09/2020
Retention permission for the Central Quad	GSDZ2637/20	16/04/2020	17/07/2020
Amendments to temp printmaking workshop	GSDZ2407/20	04/03/2020	23/06/2020
Amendments to the Academic Hub	GSDZ2369/20	28/02/2020	18/06/2020
Amendments to the West Quad	GSDZ2088/20	22/01/2020	16/03/2020

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 emphasize 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 will concentrate on the potential for additional height within the SDZ.

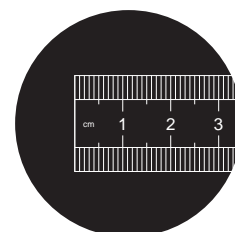




Image: Agency

# II

# Health

## HSE Development at Grangegorman

2020 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.

## Residential Care Neighbourhood

The Residential Care Neighbourhood 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. Over 2020, the project progressed through Stage 2a "Developed Design", addressing end user requirements. Planning is due to be lodged in 2021 and the current target completion date is 2022/23.







Image: TU Dublin





# 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 new city campus provides 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

A significant milestone in the Grangegorman project throughout 2020 and early 2021 was the delivery of the East and Central Quads - 52,000m<sup>2</sup> of new purpose-built education facilities. The Central Quad was designed by Feilden Clegg Bradley Studios and AHR Architects designed the East Quad. Construction was undertaken by Sisk FCC, part of the Eriugena Consortium, under a single Public Private Partnership contract.

In December 2020, the East Quad became home to TU Dublin's School of Creative Arts, Media, Conservatoire of Music & Drama and Social Sciences. This occasion was marked by Professor David FitzPatrick, President of TU Dublin; Paul O'Toole, GDA Chair; and Ger Casey, GDA CEO welcoming Simon Harris, TD, Minister for Further and Higher Education, Research, Innovation and Science and Paschal Donohoe, TD, Minister for Finance to the building.

The building includes a 400-seater main performance hall, an 80-seater recital hall, and an 80-seater black box theatre. When fully occupied the East Quad's location along St Brendan's Way, leading to the Broadstone Plaza, will be a cultural hub for staff, students and the local community.

Construction of the Central Quad was delayed during 2020. However, at the time of writing, works are now complete and the building has become 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.

Preparations are also underway at the Central Quad for the installation of '*Solaris Nexum*' - a large-scale, suspended artwork to be located in the main foyer of the building. The artist, Alexandra Carr, has a particular focus on the boundary between art, science and technology, making '*Solaris Nexum*' an ideal fit for the function of the building.





Image: Aisling McCoy



# Education

## The Lower House

2020 also saw the completion of the recovery works on the once abandoned Francis Johnston designed Lower House. This ambitious two-year adaptation and rehabilitation project was delivered by the GDA/TU Dublin Lower House Project Team. The design was led by FKP Architects and construction was carried out by Purcell Construction.

As of the time of writing, the building is now occupied by TU Dublin and ready for its next chapter as a home for TU Dublin Student Union, student sport and societies. It includes a food hall, exercise studios, music practice rooms, student union workspace, a dance studio and general support services.

The completion of the Lower House and the East Quad works open up the east side of the Grangegorman site for the first time since the development began. Public realm and landscaping works also link the buildings to the surrounding network of paths and streets.

## Dublin 7 Educate Together

In December 2020, a Letter of Intent was issued to Ganson Construction, the preferred tenderer for the construction of the 24-classroom Dublin 7 Educate Together National School. Preparations were also being put in place for the commencement of works on site.

As of the time of writing, the construction works programme is in progress and on target for completion by the end of 2022. Prior to the opening of the new school, necessary works will also be carried out to the junction of Rathdown Road and Grangegorman Upper to improve the layout and public realm in this area and to make it appropriate as a school entrance.

## Academic Hub & Library

In 2020, the Agency went to tender for the construction of the Academic Hub & Library which will become the academic heart of the campus and a landmark building at Grangegorman. The design, by award winning architects O'Donnell + Tuomey, comprises a cluster of buildings arranged around an external court that incorporates the protected North House. In the interim, the recently completed Park House will serve as the temporary library for the campus. The current expected completion date for the Academic Hub is in 2023.

## 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 will resume again in 2021. 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.







Image: Donal Murphy





# Education

## FOCAS Research Institute

In 2020, the Agency launched an open two-stage architectural design competition. The Competition will enable selection of an architect led team to design and deliver a new building for TU Dublin's FOCAS Research Institute.

The objective is to develop an enduring, adaptable, and environmentally responsible building that reflects the ethos of TU Dublin, its staff, students and its research programmes. The TU Dublin Research and Innovation Hub at Grangegorman is vital to the identity of the university as a centre for cutting edge research.

Bringing the FOCAS Research Institute and all its researchers to the campus will further anchor research in Grangegorman. The quality of the facility and its adjacency to students and researchers in the sciences and health, and the engineering disciplines, will enable TU Dublin to grow and enhance research capacity.

The procurement process for the architectural design competition focuses on specific competencies and is structured to encourage the broadest possible participation. Key requirements include whole life carbon assessment, circularity, and innovative responses to environmental challenges. This progressive approach will influence the Agency's procurement process into the future.

## TU Dublin Developments

A colossal amount of work has gone into 2020, not only on the building side, but also in the decanting of former TU Dublin facilities and the migration of 10,000 students and over 2,000 staff to Grangegorman. TU Dublin have delivered this over 2020 and into 2021 in one huge move which is a remarkable achievement. This has included the full provision of ICT and AV services, which will be of benefit to the continuing implementation of Programme III.

Coinciding with the migration, 2020 also saw TU Dublin undertaking works to extend the existing facilities provided in Rathdown House. The restaurant has now been doubled in size, the lobby has been equipped with a student helpdesk, and a new Student Health and Counselling Centre has been added to the first floor.

Another 2020 milestone for TU Dublin was the completion of the Park House redevelopment. It will serve as a home for the temporary library for the university until the completion of the Academic Hub. The building itself has seven floors plus a basement and three of those floors are now dedicated to the library along with a portion of the basement for storage. This area of Park House is also the temporary home to TU Dublin's Academic Writing Centre, Careers Development Centre, Disability Support Centre, and Maths Learning Centre.

As of late spring 2021, Park House has also become the new home of the Agency. The new office is located on the 4th Floor.





Image: Agency

# IV

## Community

### Grangegorman Labour and Learning Forum (GLLF)

In April 2020, the GLLF published *Joining Up the Dots 3*, an updated socio-economic and demographic report of the Grangegorman area, the third such report from the GLLF. In addition to informing the work of the GLLF, *Joining Up the Dots 3* was created as a free resource for statutory, voluntary and community organisations and businesses in the area to help support their own work around planning, development, research, marketing and funding.

#### Local Employment

In June, the European Commission published 'Making Socially Responsible Public Procurement Work: 71 Good Practice Cases' (from 22 Member States plus 5 non-EU countries). The Grangegorman Employment Charter featured in the guide - one of two Irish case studies out of seventy-one best practice examples. The aim of the guide is to illustrate how public procurers have achieved social benefits through their public procurement practice, and how public procurement can be used as a tool to support the social economy.

Throughout 2020, the GLLF continued to work closely with Grangegorman contractors, the Department of Social Protection/Intreo and the Local Employment Services (LES) to implement the Grangegorman Employment Charter that supports the employment of local labour. Local employment as a percentage of the total numbers employed on site each month was recorded at between 5% and 10% throughout the year.

In January, the GLLF organised a 'Meet the Contractor' event which attracted around 400 people interested in facilities management employment opportunities with Sodexo in the TU Dublin East Quad. The event also hosted representatives from the Department of Social Protection/Intreo, the Dublin Northwest Partnership, the North-West-Inner-City Network, the CDETB Adult Guidance Service to provide information

and support around social welfare issues, job application and interview skills supports, and careers guidance.

In October, the work of the GLLF was featured in a new research report 'Social Clauses in Public Procurement: the Irish Experience' funded by the Irish Human Rights and Equality Commission (IHREC). The report was launched by Ossian Smyth, Minister of State at the Department of Public Expenditure and Reform at a conference of the same name which included presentations from the GLLF, the National Children's Hospital, the NDFA, the OGP and IHREC.

#### Literacy, Numeracy and Digital Skills

In December, the GLLF made a submission to a SOLAS public consultation on a new ten-year adult literacy, numeracy and digital literacy strategy for Ireland commissioned by Simon Harris, Minister for Further and Higher Education, Research, Innovation and Science. In their submission, the GLLF highlighted how people with unmet literacy, numeracy and digital skills needs were more vulnerable to long-term unemployment and needed help to acquire new skills to access and remain in a rapidly changing labour market. They also welcomed the government approach of the strategy which emphasised and supported the development of adult literacy, numeracy and digital skills for everyday life across all spheres of activity.







Image: Agency



# IV

## Community

### Grangegorman Labour and Learning Forum (GLLF) cont.

#### **Business and Enterprise**

The GLLF's Business & Enterprise Sub-group, in partnership with the Department of Justice, hosted a webinar in November to celebrate Global Entrepreneurship Week and International Social Enterprise Day. Their Social Enterprise – Getting Started webinar was aimed at new and nascent social enterprises, and anyone interested in finding out more about social enterprises. The event attracted around one hundred and twenty participants from all over Ireland.

In September, DCC published a report of their Social Enterprise Summit which had taken place in October 2019 and which included a section on the Grangegorman Development and the GLLF who had given a presentation at the event.

In November, the GLLF participated in the second National Social Enterprise Conference organised by the Department of Rural and Community Development (DRCD). The primary focus of the event was the role of social enterprise as a unique business model in shaping sustainable and inclusive recovery.

Towards the end of the year, the Grangegorman Local Business Register was updated and circulated to Grangegorman contractors and stakeholders. The Register is a free service to local businesses (based in Dublin 7 and Dublin 1) and is provided to Grangegorman contractors and stakeholders to encourage them to support local businesses where possible when purchasing goods and services.

#### **Grangegorman Area Based Childhood (ABC)**

The ABC programme is an early intervention and prevention anti-poverty initiative focusing on the ante-natal to six years age group. Throughout the year 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. A key focus during 2020 was on developing innovative approaches, adaptations and responses to the impact of Covid-19 on the programme and on children and families in the area. In December, TUSLA announced a funding grant of €730,000 for Grangegorman ABC for 2021.





Image: Agency

# IV

## Community

### Consultative Group

The Consultative Group is a statutory group established under the GDA Act 2005. A wide range of Grangegorman stakeholders are represented at the Group which has a 3 year term. The Consultative Group met on four occasions throughout 2020 - in March, June, September and December. At the meetings, members are provided with an update on each of the Grangegorman projects and are invited to discuss relevant issues with stakeholder representatives. Key topics discussed in 2020 were around presentations from Paul Horan, Head of TU Dublin Campus Planning on student migration to Grangegorman, and from Eoin Farrell, NTA on Transport Strategies, Implementation and Covid-19 Emergency Response provided by the National Transport Authority (NTA). An update on the work of the Grangegorman Histories project was also provided at the December meeting.

### Community Liaison Committee (CLC)

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. It is a forum for stakeholders to discuss any concerns on the impact of the Grangegorman Project. 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 GLLF Rep
- 1 TU Dublin SU Rep

Other organisations join the meetings as necessary by invitation on a month-by-month basis. Group discussions over 2020 covered a wide number of topics which can be broadly categorised under the following headings: estates management, accesses, events, construction and public realm. The Agency publishes the minutes of these meetings on the GDA website.







Image: Agency

# IV

## Community

### Public Events

While physical events were prevented from taking place in 2020, a series of successful online events were hosted throughout the year.

### Social Enterprises Webinar

The Grangegorman Business and Enterprise Group hosted a webinar for those interested in getting started in social enterprise in November 2020. The event was aimed at new social enterprises, community/voluntary sector organisations thinking about setting up a trading arm, individuals with business ideas, and anyone interested in finding out more about social enterprises. Speakers included Andrew Forde (Department of Rural and Community Development) and Maeve Monaghan (The NOW Group of Social Enterprises).

### Dublin Festival of History

Grangegorman Histories presented a fascinating discussion on institutional experiences of pandemics as part of the Dublin Festival of History's 2020 programme. Focusing primarily on the "Spanish" Flu of 1918 – 20, expert panellists shed light on the unique role of the pandemic in revealing specific societal weaknesses, as seen during the current crisis. The event was moderated by Catriona Crowe and participants included Dr Cillian de Gascun, Dr Ida Milne, Professor Luke O'Neill and Fintan O'Toole. The Grangegorman Histories Project is seeking, among other things, to collaborate with the HSE to open up historic health records for academic scholarship and for family research.

### Culture Night

Grangegorman Histories presented on the discovery, salvage and restoration of asylum records from the Grangegorman site in association with Culture Night which took place in September 2020. These records document the lives and routines of the asylum from 1814. The discussion asked the questions: Why are these records so important? How can they challenge the historical stigma of mental illness in Ireland? How were they located, salvaged and restored? Where are they now? Speakers included Dr Philip Cohen, Chair, Grangegorman Histories Working Group; Brian Donnelly, Senior Archivist with the National Archives; Dr Kirsten Mulrennan, archivist and Ray Keane, a former manager in the mental health and addiction services at St Brendan's Hospital.

### Stoneybatter Summer Festival

The Agency was one of the main sponsors of the Stoneybatter Festival which took place online over three days from 19th–21st June. The festival, which was in its fourth year in 2020, includes a growing number of events taking place in and around the Grangegorman campus.

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







Image: Agency



## 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.

## Interim Energy Centre

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

## Accesses

The Broadstone Plaza continued to be developed by Transport Infrastructure Ireland throughout 2020. At the time of writing the Plaza has opened to the public. It is managed by DCC and will connect with St Brendan's Way, the main pedestrian/cyclist route through the Grangegorman site.

Broadstone Gate will be one of the main entrances into the new Grangegorman Quarter. It links Grangegorman to the Luas Green Line and to the city beyond. It is designed as a large public plaza area with the Luas stop sitting below the old Broadstone Station Building. The Luas Stop was opened in 2017 as part of the Luas Cross City works.

The Agency is also progressing access on Prussia Street Gateway which is a requirement of the Planning Scheme.

## Clock Tower

In 2020 restoration works on the Clock Tower carriageway gates were completed by Dunwoody & Dobson. The gates are thought to be original to the Richmond Penitentiary and are historical features of the building. At the time of writing, preparations for fabrication and stabilisation works on the Clock Tower building had recommenced.





Image: Agency

# V

## Sitewide

### Printmaking Workshop - Interim Solution

The Dublin School of Creative Arts' Print-Making Workshop will take up interim residency in a new purpose-built workshop adjacent to the East Quad, along St. Brendan's Way. Currently based in the North House, this interim arrangement is necessary to allow for the development of the Academic Hub & Library. Designed by SCULLION ARCHITECTS & Plus Architecture, construction of the Print Making Workshop got underway in 2020. Construction of the building was temporarily suspended in the first quarter of 2021, but resumed on March 22nd. This project has now been completed.

### Field Sports Changing Facilities & Estate Accommodation

As with the Printmaking Workshop, the relocation of these facilities is necessary to enable the development of the Academic Hub & Library. SCULLION ARCHITECTS & Plus Architecture were also appointed to oversee the design of this project, which was submitted for planning to DCC in November 2019. Planning permission was received in 2020 and construction of these temporary facilities got underway. At the time of writing, construction of the Interim Field Sports Changing Facilities is almost completed.

### Public Realm

In 2020, DCC contractors commenced works on toucan crossings in the areas between the Broadstone Link and across to the campus 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 temporary filtered permeability measures installed on Grangegorman Lower in 2020 as part of the City's Covid-19 mobility programme. At the time of writing DCC, following consultation with the local community, are in the process of implementing a permanent scheme in this area.







Image: Unthink

# 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 met online through 2020.

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)  
Jacquie Moore, Office of Public Works (OPW)  
John Mitchell, Director, DMOD Architects  
Derek Dockrell, Health Service Executive  
Robert Ballagh, Community Representative  
Terry Prendergast, Planner  
Ruairí Ó'Cuív, Public Art Officer, Dublin City Council  
Nora Rahill, GDA

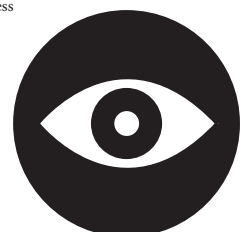
Over 2020, the Public Art Coordinator participated and provided advocacy for the curation and care of public art within TU Dublin's Arts Committee and Grangegorman Estates Management

Taking into account the impact of Covid-19, the six pathways which make up '...the lives we live' progressed as follows:

#### **'...the lives we live' book (Pathway 3)**

This 200-page fully illustrated book was launched in December 2020 and is available freely online at [ggda.ie/public\\_art](http://ggda.ie/public_art). Published with support from the Agency, it gives an account of the public art commissions, projects and events that have taken place since 2015. Compiled and edited by Jenny Haughton and Lori Keeve, it was designed by Unthink Design studios in Dublin 7. At the time of writing, the book had been selected as one of the 100 Archive Selection – an annual archive that captures important and distinctive communication design and its impact on life, society, commerce and culture in Ireland.

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







*Solaris Nexum* rendering from below. Image render: Colin Rennie



# VI

## Public Art

### Legacy Works (Pathway 1)

- Garrett Phelan's *THE GOLDEN BANDSTAND – Sculpture* to be located between the Greenway Hub and the Central Quad. At the time of writing, installation has commenced in-situ. The Arts Council have chosen to video elements of this work for publicart.ie.
- Alexandra Carr continued construction and assemblage of *Solaris Nexum* throughout 2020 in preparation for installation in the Central Quad atrium in summer 2021.
- 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 to the design stage.

### Community-Based Projects (Pathway 2)

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

- Janine Davidson's *Stories Between Us* continued with the National Museum at Collins Barracks throughout the year
- Louis Haugh's *One Hour Archive* continues online.
- Work progressed on Brian Cregan's publication *The Glass Garden* in relation to his work with Aosog and Step By Step.
- Brokentalkers' *What Does He Need?* continues to grow and will be a key feature in the forthcoming Public Art Now conference.

### Public Art Now Conference (Pathway 5)

Due to take place in 2019, the Public Art Now conference was postponed and plans were revised for it to take place online from 24-26th June 2021. TU Dublin created an internal team led by tutors in the School of Creative Arts to support Grainne Coughlan as Conference Coordinator.

### Lending and Acquisitions (Pathway 6)

The lending scheme at the HSE Primary Care Centre was extended for another year. Alice Maher's *The Axe (and the waving girl)*, George Warrens' *Green Centaur* and Clodagh Emoe's *Crocasmia* × featured during Culture Night and as part of International Sculpture Day.





Image: Agency

# VII

## Grangegorman Histories

Grangegorman Histories programme adapted to the unprecedented challenges presented by the public health restrictions resulting from the Covid-19 pandemic with activities moving entirely online.

The Foundation Document launched a new project website - [grangegormanhistories.ie](http://grangegormanhistories.ie). The website captures all of the events and progress of the project and directs visitors to subscribe to the project online newsletter which has issued each quarter, keeping the public and interested parties informed.

The implementation plan is presented under three key project strands: People, Places and Practices. Activities relating to 'People' explore life in Grangegorman through a number of public events, discussions and other activities. The focus will be on lived experience relating to the site. 'Places' consider Grangegorman in its context as the site of rich architectural and spatial importance with a considerable impact on both the inhabitants and its hinterland. Historically, the 'Practices' associated with Grangegorman are synonymous with institutional confinement. Examining these institutional practices, their origins, evolution and impact is key to the mission and legacy of this project.

In Q1, Grangegorman Histories engaged with the National Museum, the National Archives and the Irish Film Archive to progress plans to catalogue and re-house the historical artefacts and documents remaining on site. A Curator from the National Museum visited the storage unit to undertake an assessment of the remaining artefacts and shared recommendations to the Working Group regarding the storage and cataloguing of these pieces.

In February, a team from the National Archives began the task of sorting through the estimated 150 boxes of documents and personal effects. Also in February, an Archivist from the Irish Film Archive undertook an assessment of film reels and footage, stored on site.

In May, the Oral History Project sub-committee convened for the first time. Over the course of Q2-Q4, the sub-committee met frequently and planned the preparation and delivery of a pilot oral history project. The pilot project will record and document the recollections and experiences of the retired staff members of the former St. Brendan's Hospital to create a unique and invaluable record that will be available and accessible to current and future generations interested in researching and learning more about the people, places and practices associated with Grangegorman.

In Q3 and Q4, a team of six volunteer interviewers completed a series of online training workshops facilitated by Dr Mary Muldowney, Historian and Working Group member in preparation to begin interviewing and transcribing those recollections. The volunteers represented key stakeholders; the local communities, TU Dublin, the GDA, and the HSE. Grangegorman Histories, through its partnership with the Royal Irish Academy, obtained a secure repository for the recording with Digital Repository of Ireland (DRI).







Image: Joseph Carr

# VII

## Grangegorman Histories

The Grangegorman Histories Foundation Document was published on the new project website in mid-June, to coincide with the Stoneybatter Pride of Place Summer Festival. The Foundation Document contains the mission, vision and values for the project; the governance structure of the Working Group and a 3-year implementation plan.

In July, four members of the Working Group were invited by the HSE to participate in a series of meetings of the HSE Internal Historical Mental Health Records Steering Group. The purpose of this internal steering group is to ascertain a full audit of all of historical mental health records and to consider the implementation of new access protocols, in line with international best practice.

In Q3, for Culture Night 2020, Grangegorman Histories presented 'Uncovering Grangegorman Histories' an online discussion panel exploring the discovery, recovery and restoration of the records from the hospitals associated with the Grangegorman site. The records provide continuous documentation of the lives of the people and the practices employed there since 1814. The event is available on the project website and has achieved over 600 views to date.

As part of the Dublin Festival of History, in October, another online discussion panel explored 'Institutional experience of the 'Spanish' flu and Covid-19 in Ireland'. This event involved high-profile contributors and was a particularly popular event in the Festival programme. In the context of historical encounters with epidemics in Grangegorman, the panel explored institutional experiences of pandemics. Focusing primarily on the "Spanish" Flu of 1918 – 20, the discussion shed light on the unique role of the pandemic in revealing specific societal weaknesses, as seen during the current crisis. This event is also

available to view on the website and it has received almost 2,000 views.

The project commissioned a brief historical overview of the Grangegorman site for inclusion in the information distributed ahead of the academic year 2020/2021. The history piece was published as part of the TU Dublin staff and student online induction pack in October 2020 to provide a broad context for the historical context of this site.

Other key activities in Q4 included the establishment of the Commissioning sub-committee to plan and deliver research into historical reviews of identified topics. Building on the successes and preparations of 2020, more events, research and local engagement are planned for 2021.





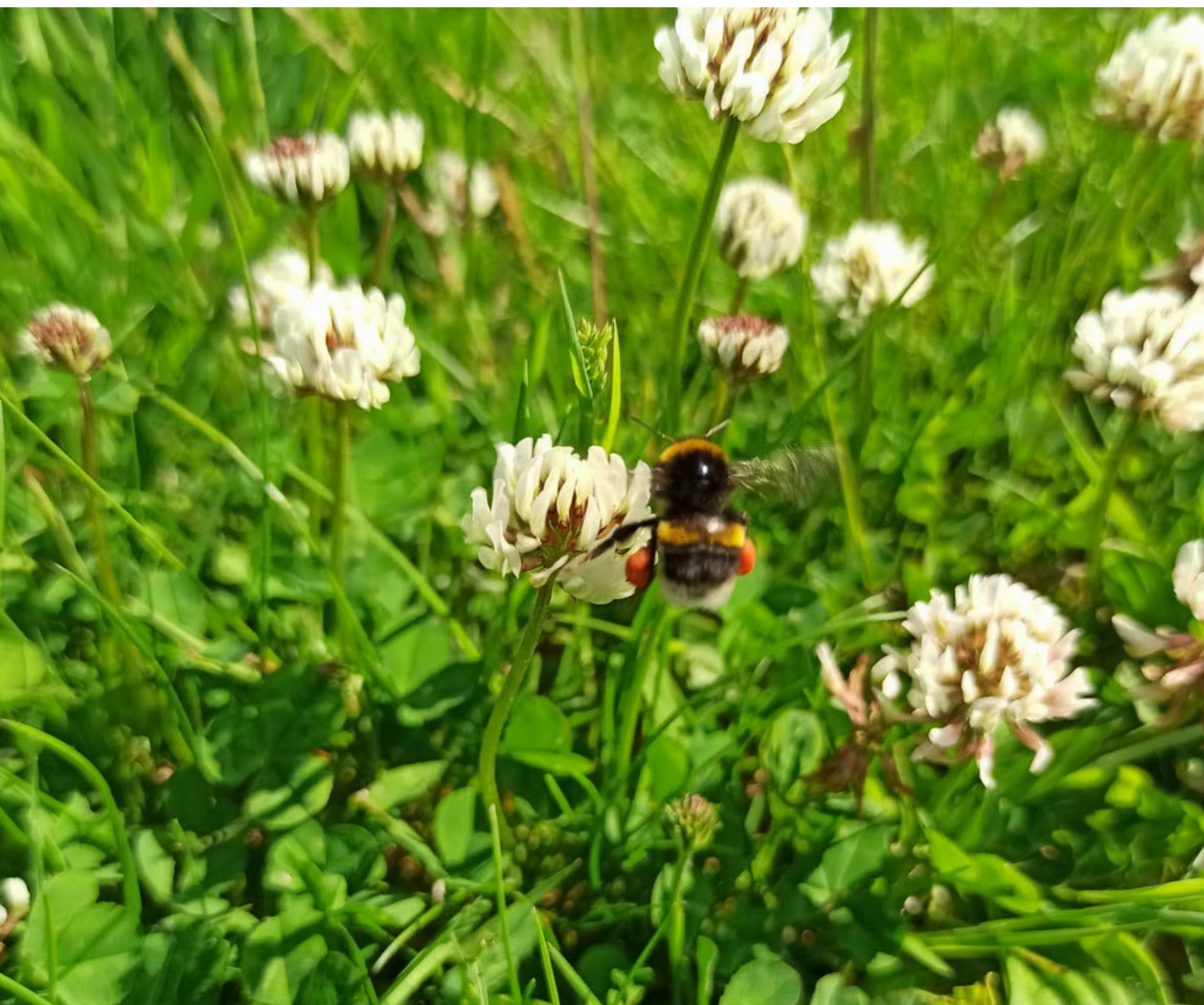


Image: Agency



# VIII

## 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 1,000 trees over the lifetime of the project, and the installation of nest boxes.

In 2020, the Agency initiated a review of the GDA Sustainability Strategy 2012. At the time of writing, GDA had engaged with a series of stakeholders regarding the revised strategy and had identified an approach that will incorporate four strategic pillars of:

- Energy
- Buildings
- Biodiversity
- Research, Innovation & Technology

Further progress on a revised Sustainability Strategy that recognises the role Grangegorman can play in supporting Dublin city's goal of achieving zero carbon emissions by 2050 will continue throughout 2021.

Driving environmental responsibility through progressive procurement is also a key strategic objective of the Agency. The design brief for the architectural design competition for TU Dublin's FOCAS Research Institute, launched in 2020, incorporated whole life carbon performance targets, circularity and low energy design. This approach will continue to inform the Agency's climate action objectives and to further integrate them into the design and delivery of projects into the future.





Image: Barrow Coakley Photography



# IX

## Looking Forward

After a year of remote learning and working, 2021 will mark the arrival of 10,000 students and over 2,000 staff to Grangegorman. The completion of the Central Quad, East Quad and Lower House, as well as the opening of Broadstone Plaza, will bring new vibrancy to the area and open up accesses to the wider city. We look forward to celebrating these project milestones in person with stakeholders, project partners and the community next year.

2021 will also see the completion of two temporary support projects – the Printmaking Workshop and the Field Sport Changing Facilities. This will pave the way for the commencement of construction of the Academic Hub & Library following the completion of the construction tender process. Progress made by GDA and TU Dublin on the disposal of the Aungier Street property will also enable the development of 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 2023. This building, along with the HSE Residential Care Neighbourhood which is expected to advance to planning stage in 2021, will enhance opportunities for

intergenerational learning and connection across the campus.

The Agency will also complete its height review of the Grangegorman SDZ, as required under the statutory guidelines for Planning Authorities on 'Urban Development and Building Heights.' The review of the Grangegorman Sustainability Strategy is also scheduled for completion in 2021.

In 2021, we also look forward to seeing legacy works from the Grangegorman Public Art Programme being realised, including the installation of Solaris Nexum in the Central Quad Atrium and Garrett Phelan's THE GOLDEN BANDSTAND - Sculpture, to be located on the green finger between the Greenway Hub and the Central Quad. The Public Art Now Conference takes place online from 24-26th June 2021.

Building on successes made in 2020, Grangegorman Histories will continue to contribute more events, research and local engagement throughout 2021. 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. 2021 will also see the GDA Election for community representatives to the Board and Consultative Group. The Agency will also publish its GDA Five Year Strategy Statement for 2021-26 and its Mission, Vision and core Values.

All of this 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 on-going success of the Agency.





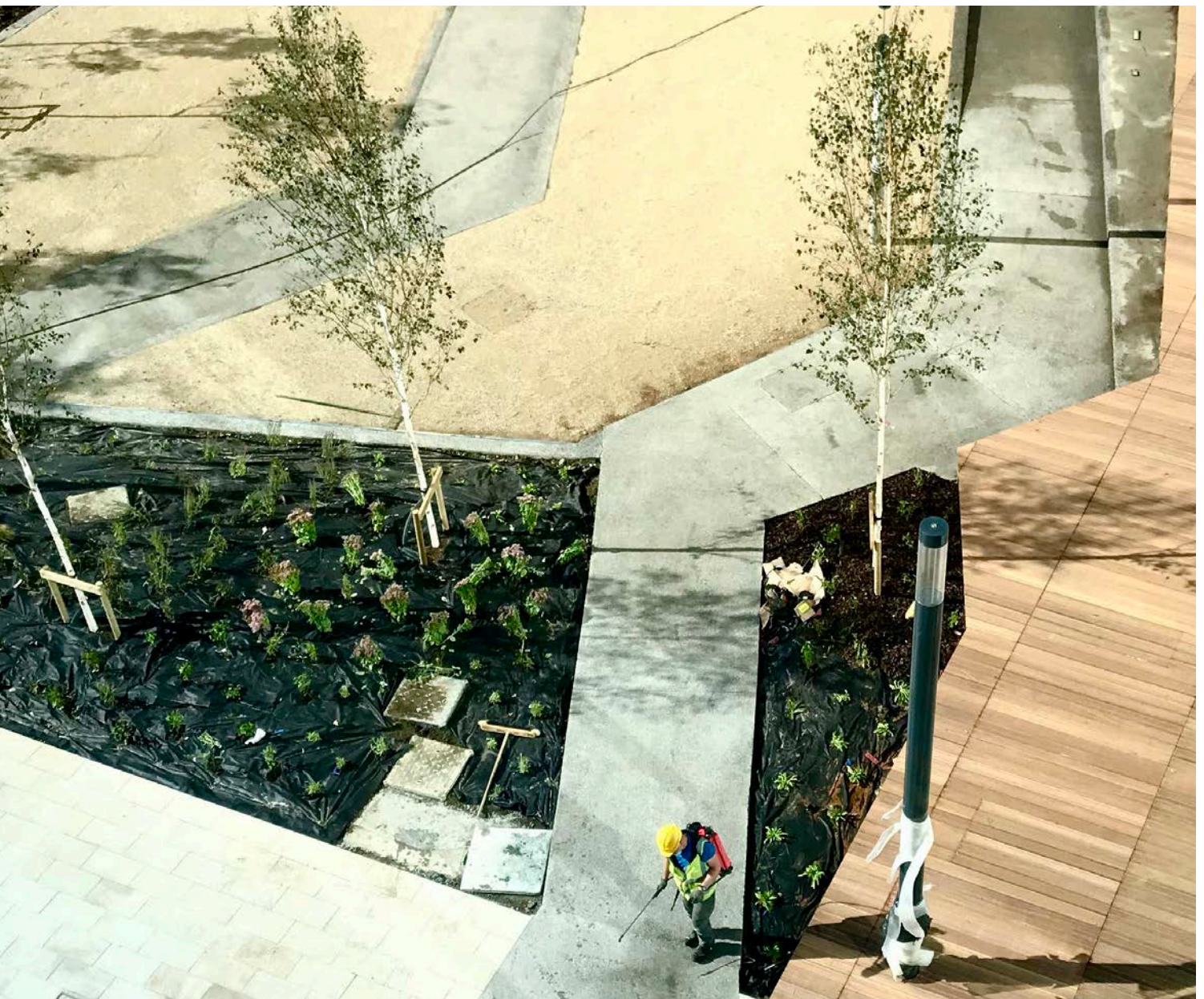


Image:Agency

# Disclosures and Statutory Reporting

## Freedom of Information

The GDA came under the Freedom of Information Act in 2015. As of the end of 2020 the Agency has processed 18 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 was 1 request for information from an Oireachtas member during 2020.

## 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 2020.

## 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”). GDA has appointed Robert Moore as Data Protection Officer. 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 2020 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.







# XI

# Financial Statements

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## Board Members and Other Information

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### 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)
Mr 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:** 4<sup>th</sup> Floor, Park House Grangegorman  
191 North Circular Road  
Dublin 7  
D07 EWV



## Board Members and Other Information

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### 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

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

On 1 January 2019, the Dublin Institute of Technology, Institute of Technology Tallaght and Institute of Technology Blanchardstown were formally combined to become Technological University Dublin (TU Dublin).

Technological University Dublin (TU Dublin), has become Ireland's first technological university, being formally established by law.

### 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.



## Governance Statement

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



## Governance Statement

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- 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;
- 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;





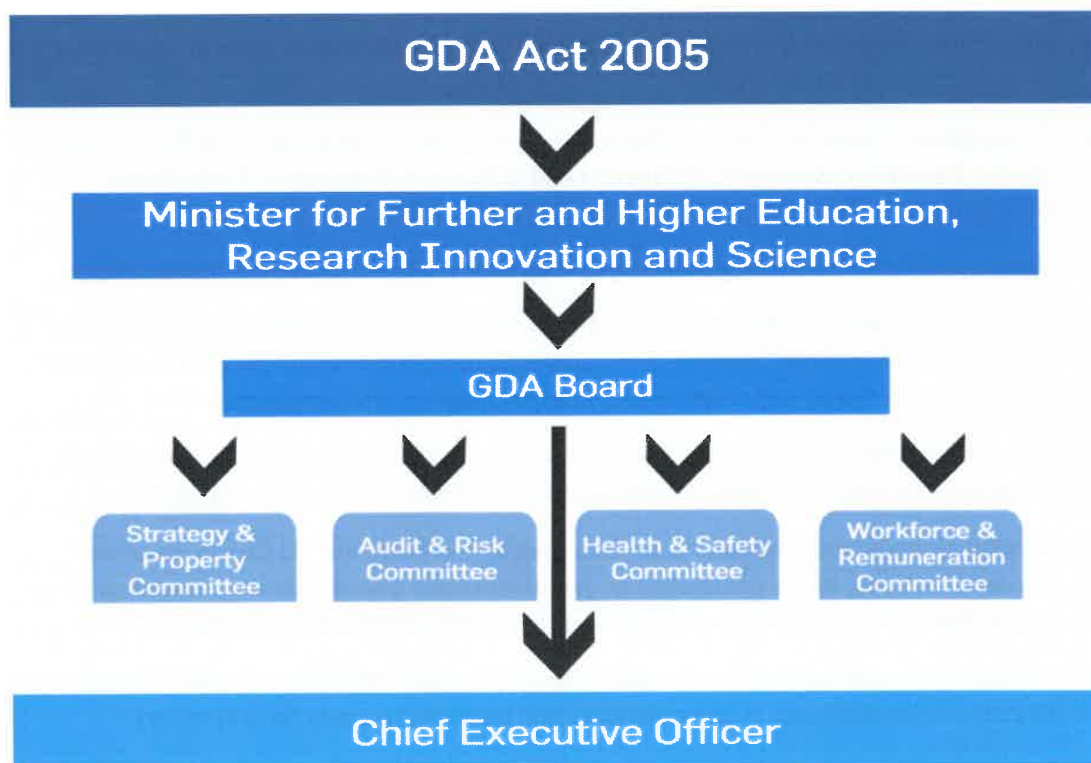
## Governance Statement

- 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.



## Agency Structure

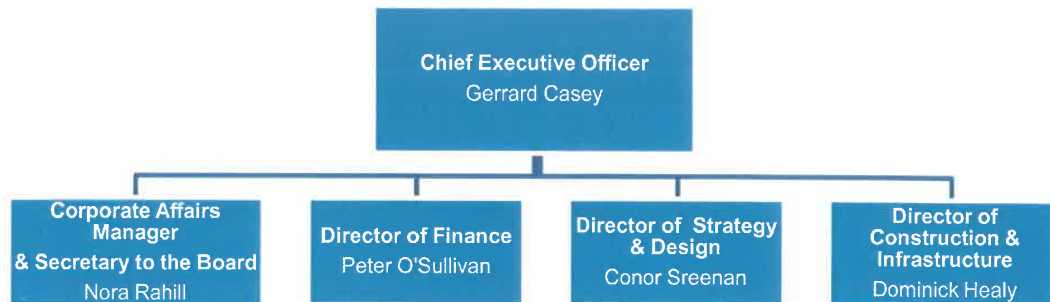
Organisational Structure of the GDA





## Governance Statement

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## 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 2020, and the respective appointment and resignations 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
Mr 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 four 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

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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 2020 were:

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

The ARC held 8 meetings in 2020.

**2. Health & Safety Committee:** comprises 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 delivery of the Grangeegorman 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 2020 were:

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

There were 4 meetings of the H&SC in 2020.

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

The Members of the SPC in 2020 were:

Paul Clegg (Chairperson), Jim Curran, Elva Duffy (term concluded 8 September 2020), Jack MacGowan, Dr Noel O’Connor and David Conway. There were 4 meetings of the SPC in 2020.

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

The Members of the RC in 2020 were:

Dr Noel O’Connor (Chairperson), Jim Curran, Mellany McLoone and Penelope Kenny.

There was 1 meeting of the WRC in 2020.



## Governance Statement

### New Board Members

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

### Schedule of Attendance, Fees and Expenses

A schedule of attendance at the Agency and ARC meetings for 2020 is set out below, including the fees and expenses received by each Member:

Board and Board Committee members and meeting attendance in 2020							
	Board	Audit & Risk attendance	Health & Safety	Strategy & Property	Remuner- -ation	Fees € 2020	Expenses € 2020
<b>Number of meetings</b>	<b>11</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>1</b>		
Mr Paul O'Toole	11					8,702	
Mr Gerrard Casey	11						540
Cllr Janice Boylan	6		4 (Chair)			5,918	
Mr Paul Clegg	8			4 (Chair)			
Mr David Conway	10 (10)			2 (2)		5,802	
Mr Jim Curran	9			3	1		
Ms Elva Duffy BL	6 (8)			2 (3)		4,489	
Ms Louise Keegan	11		4			5,985	
Ms Penelope Kenny FCA	11	8 (Chair)			0	5,985	
Mr Ciaran McCaffrey	11	7	4				
Mr Jack MacGowan	11			4		5,985	
Ms Mellany McLoone	11	6			1		
Dr Noel O'Connor	11			4	1 (Chair)		
Dr Susan O'Shaughnessy	11		3 (3)				
Prof Terri Scott	11	6				5,985	1,202
<b>Total</b>						<b>48,851</b>	<b>1,742</b>
( ) = 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 Noel O'Connor, Mr Paul Clegg, Mr Ciaran McCaffrey, Ms Mellany McLoone and Dr Susan O'Shaughnessy 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

There were no key personnel changes in the year 2020. In April 2021, upon the retirement of Maire Mellerick, Dominick Healy was appointed Director of Construction & Infrastructure.



## Governance Statement

### Gender Balance in the Board membership

As at 31 December 2020, the Board had 6 (40 %) female and 8 (53 %) male members, with 1 position vacant. The Board therefore meets the Government target of a minimum of 40% representation of each gender in the membership of State Boards.

### Disclosures Required by 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.

	2020	2019
	€'000	€'000
Legal advice	144	92
Design consultancy	8,017	6,267
Professional fees	260	210
Financial Advice	0	6
Health & Safety Advice	<u>24</u>	<u>19</u>
Total Consultancy Costs	<u>8,445</u>	<u>6,594</u>
Contract	172	259
Project Costs	1,424	1,215
Current Overheads	312	171
Capitalised	<u>6,537</u>	<u>4,949</u>
Total	<u>8,445</u>	<u>6,594</u>





## Governance Statement

### Legal Costs and Settlements

There were no legal settlements in either 2020 or 2019.

### Travel and Subsistence Expenditure

Travel and subsistence expenditure is categorised as follows:

	2020 €	2019 €
Domestic		
Agency Board Members	1,203	2,104
Employees	2,465	2,782
International*		
Agency Board Members	0	0
Employees	234	446
<b>Total</b>	<b>3,902</b>	<b>5,332</b>

\*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:

	2020 €	2019 €
Staff & Board hospitality	1,610	1,815
Client hospitality	0	0
<b>Total</b>	<b>1,610</b>	<b>1,815</b>

### Statement of Compliance

The GDA has, since September 2016, reviewed its level of compliance with the new code and has, where necessary, put in place arrangements to ensure compliance. It also has



## Governance Statement

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agreed a small number of derogations with the DFHERIS. GDA is reporting in accordance with the enhanced reporting requirements in the new code in the Financial Statements for the year ended 2020.

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) Periodic Critical Review: derogation until guidelines issued by DPER,
- (iii) Conduct of Review: derogation until guidelines issued by DPER,
- (iv) 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:** 22.09.2021

Mr Gerrard Casey

Board Member

**Date:** 22.09.2021



## Statement on Internal Control

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### Scope of Responsibility

On behalf of the Grangegorm 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.

### Purpose of the System of Internal Control

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

The System on Internal Control, which accords with guidance issued by the Department of Public Expenditure and Reform, has been in place in the Agency for the year ended 31 December 2020 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 eight times in 2020.

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

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

### Risk and Control Framework

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





## Statement on Internal Control

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

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

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

### Ongoing Monitoring and Review

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

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



## Statement on Internal Control

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### 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 2020, 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, and the resulting public health advise 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 includes: -

- 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 took 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

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### 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 Audit and Risk Committee which oversees their work, and the senior management within the Agency responsible for the development and maintenance of the internal financial control framework.


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 2020. The Annual Assurance Report was published in February 2021 and presented to the Audit & Risk Committee at the 23 February 2021 meeting.

### Internal Control Issues

The onset of the Covid-19 pandemic from early 2020 has 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 2020.

On behalf of the Members of the Agency:

  
Mr Paul O'Toole

Chair

**Date:** 22.09.2021

  
Mr Gerrard Casey

Board Member

**Date:** 22.09.2021





## **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 2020 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 2020 and of its income and expenditure for 2020 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**  
**30 September 2021**

## Appendix to the report

### Responsibilities of Agency members

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

- the preparation of 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.

### 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 instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.

I also 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.



## Statement of Income and Expenditure and Retained Earnings

	Notes	Year ended 31 Dec 2020 €'000	Year ended 31 Dec 2019 €'000
<b>INCOME</b>			
Income	<u>2</u>	4,427	4,079
Net deferred funding for retirement benefits	<u>8 (c)</u>	392	294
Other income	3	<u>1,894</u>	<u>1,686</u>
		6,713	6,059
Transfer from / (to) capital account	4	<u>898</u>	<u>588</u>
		7,611	6,647
<b>EXPENDITURE CONTRACT &amp; PROJECT COSTS</b>			
Contract costs	5	683	285
Project costs	6	2,040	1,901
Recoverable shared expenses		559	452
Special Projects / Commissions		<u>2</u>	<u>49</u>
		<u>3,284</u>	<u>2,687</u>
<b>Gross Contribution</b>		4,327	3,960
<b>GENERAL OVERHEADS</b>			
Staff costs	7	1,735	1,697
Retirement costs	8 (d)	400	257
Board members' remuneration and expenses	12	51	45
Establishment costs	9	143	124
Professional services	10	539	460
General operating expenses	11	101	105
Communications & PR		34	52
Depreciation	13	1,087	1,078
Audit fees		<u>30</u>	<u>28</u>
		<u>4,120</u>	<u>3,846</u>
<b>SURPLUS FOR THE YEAR</b>		207	114
<b>Balance brought forward at 1 January</b>		<u>692</u>	<u>578</u>
<b>BALANCE CARRIED FORWARD AS AT 31 DECEMBER</b>		<u>899</u>	<u>692</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: 22.09.2021

Mr Gerrard Casey  
Board Member

Date: 22.09.2021





## Statement of Comprehensive Income

	Notes	Year ended 31 Dec 2020	Year ended 31 Dec 2019
		€'000	€'000
Surplus for the year		<u>207</u>	<u>114</u>
Experience gain/(loss) on Retirement Benefits scheme liabilities		(360)	(227)
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)	(360)	(227)
Adjustment to retirement benefit funding		<u>360</u>	<u>227</u>
Total comprehensive income for the year		<u>207</u>	<u>114</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:** 22.09.2021

Mr Gerrard Casey

Board Member

**Date:** 22.09.2021



## Statement of Financial Position

	Notes	31 December 2020	31 December 2019
		€'000	€'000
<b>FIXED ASSETS</b>			
Property, plant and equipment	13	<u>124,577</u>	<u>103,104</u>
<b>CURRENT ASSETS</b>			
Work in progress	14	0	63
Receivables and prepayments	15	864	451
Cash at bank and in hand		8,134	8,216
Cash Equivalents		<u>141,049</u>	<u>162,269</u>
		150,047	170,999
<b>CURRENT LIABILITIES</b>			
Amounts falling due within one year	16	<u>(8,862)</u>	<u>(5,721)</u>
<b>NET CURRENT ASSETS</b>		<u>141,185</u>	<u>165,278</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>265,762</u>	<u>268,382</u>
<b>LONG TERM LIABILITIES</b>			
Amounts falling due after more than one year	17	(176,366)	(178,295)
Retirement benefit liabilities	8(b)	(2,923)	(2,171)
Deferred retirement benefit funding	8(b)	<u>2,923</u>	<u>2,171</u>
<b>TOTAL ASSETS LESS LIABILITIES</b>		<u>89,396</u>	<u>90,087</u>
<b>REPRESENTING</b>			
Retained revenue reserves	18	899	692
Capital account	4	<u>88,497</u>	<u>89,395</u>
		<u>89,396</u>	<u>90,087</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: 22.09.2021

Mr Gerard Casey  
Board Member

Date: 22.09.2021



## Statement of Cash Flows

		Year ended 31 December 2020	Year ended 31 December 2019
	Notes	€'000	€'000
<b>Cash flows from operating activities</b>			
Operating surplus for the year		207	114
Depreciation	13	1,087	1,078
Loss on disposal of asset		2	0
Interest receivable	3	(2)	(1)
(Increase)/Decrease in work in progress	14	63	(1)
Decrease /(Increase) in receivables	15	(413)	160
Increase /(Decrease) in payables	16	3,141	1,719
Transfer (from) / to capital account	4	(898)	(588)
Transfer of assets to TU Dublin	13	0	0
Advance payments on construction activities		<u>(1,929)</u>	<u>162,319</u>
Net cash inflow from operating activities		<u>1,258</u>	<u>164,800</u>
<b>Cash flows from investing activities</b>			
Payments to acquire tangible fixed assets	13	(22,562)	(11,064)
Interest received	3	<u>2</u>	<u>1</u>
Net cash flow from investing activities		<u>(22,560)</u>	<u>(11,063)</u>
Increase/ decrease in cash and cash equivalents		(21,302)	153,737
Cash and cash equivalents at 1 January		<u>170,485</u>	<u>16,748</u>
Cash and cash equivalents at 31 December		<u>149,183</u>	<u>170,485</u>

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





## Notes to the Financial Statements

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### 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 24<sup>th</sup> February 2012.

As of 21st October 2020, the Agency is an aegis body of the Department of Further and Higher Education, Research, Innovation and Science. During the financial year 2019 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, (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 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

The financial statements of the Agency for the year ended 31 December 2020 have been prepared in accordance with FRS102, the financial reporting standard applicable in the UK



## Notes to the Financial Statements

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and Ireland issued by the Financial Reporting Council (FRC), as promulgated by Chartered Accountants Ireland.

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

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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





## Notes to the Financial Statements

Scheme”), which is a defined benefit scheme for pensionable public servants appointed on or 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

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### 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.

The assumptions can be affected by:



## Notes to the Financial Statements

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

### 2. Income

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

	<b>2020</b>	<b>2019</b>
	<b>€'000</b>	<b>€'000</b>
DFHERIS – Current (Subhead B. 14)	3,137	3,117
DFHERIS – Capital (Subhead D. 4)	519	288
DOES – Capital (Primary level)	86	400
Retirement benefit contributions remitted to DFHERIS / DPER	0	(63)
HSE – Contract costs	683	290
Department of Transport, Tourism and Sports - Sports Capital Programme	<u>2</u>	<u>47</u>
	<b><u>4,427</u></b>	<b><u>4,079</u></b>

The Agency was awarded a grant from the Department of Transport, Tourism and Sports, Sports Capital Programme, totalling €111,500 to fund three sports projects. In 2019, one project was undertaken - installing security fencing around the two grass sports fields. 95% of the cost was funded by the grant, which was received in 2020.

### 3. Other Income

	<b>2020</b>	<b>2019</b>
	<b>€'000</b>	<b>€'000</b>
Technological University Dublin	1,128	1,137
Technological University Dublin – reimbursement of costs	397	321
Others - Recoupment of other costs	367	227
Bank interest	<u>2</u>	<u>1</u>
	<b><u>1,894</u></b>	<b><u>1,686</u></b>

During 2020 and 2019, no buildings or assets were transferred over to TU Dublin.

As reported in note 17, an amount of €1.138m was released to other income comprising funding for project costs of €1.041m, an amount released to match depreciation of €97k. An



## Notes to the Financial Statements

amount of €10k was previously accrued for resulting in a total of €1.128m being taken to other income in 2020.

### 4. Capital Account

	2020 €'000	2019 €'000
Balance at 1 January	<u>89,395</u>	<u>89,983</u>
<b>Transfer from the Statement of Income and Expenditure and Retained Revenue Reserves:</b>		
Funds allocated to assets in development and construction	86	400
Amortised in line with asset depreciation	(984)	(988)
Total movement in the year	(898)	(588)
Balance at 31 December	<u>88,497</u>	<u>89,395</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

	2020 €'000	2019 €'000
Contract costs	<u>683</u>	<u>285</u>

Up to 31 December 2020, the Agency had incurred contract costs which had been invoiced to the HSE totalling €35,010k. 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:





## Notes to the Financial Statements

	<b>Opening Balance €'000</b>	<b>2020 €'000</b>	<b>Closing Balance €'000</b>
Legal and professional	3,837	161	3,998
Enabling and construction works	29,505	522	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 at 31 December 2020	<u>34,327</u>	<u>683</u>	<u>35,010</u>

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

### 6. Project Costs

	<b>2020 €'000</b>	<b>2019 €'000</b>
Legal services	111	100
Design consultancy	1,186	932
Professional fees – Project Co-ordinators	242	417
Enabling and construction works	200	271
Estate Management & Maintenance	<u>301</u>	<u>181</u>
	<u>2,040</u>	<u>1,901</u>

Project costs of €2,040k (2019: €1,901k) include €1,452k (2019: €1,207k) incurred in connection with ongoing PPP project set up costs in respect of the development of educational facilities within the Grangegorman site.

### PPP Quads

The State is procuring 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



## Notes to the Financial Statements

Agency by the NDFA acting as the ministers 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 has 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. Upon conclusion of the tendering process a preferred bidder was appointed in February 2015, however a legal challenge was made against the appointment by one of the losing bidders in March 2015. In October 2016, the High Court found in favour of the NDFA. Construction on the project commenced on 28<sup>th</sup> March 2018.

The Minister for DFHERIS entered into the Project Agreement with the PPP party, Eriugena, which will provide 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 10<sup>th</sup> March 2021. On service commencement, Unitary Charge payments are payable by DFHERIS and TU Dublin.

Up to 31 December 2020, the Agency had incurred total project costs of €39,551k which includes €14,623k 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:

	2020 €'000	2019 €'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	(177)
Non capitalised costs associated with the development of education and healthcare facilities	<u>30,548</u>	<u>28,685</u>
	<u>39,551</u>	<u>37,350</u>

There were no legal settlements in 2020 or 2019.



## Notes to the Financial Statements

### 7. Staff Costs

	<b>2020</b>	<b>2019</b>
	<b>€'000</b>	<b>€'000</b>
Wages and salaries	1,339	1,220
Seconded & agency staff	237	303
Employer's PRSI	142	130
Staff training and recruitment	<u>17</u>	<u>44</u>
	<b><u>1,735</u></b>	<b><u>1,697</u></b>

#### Number of employees

An average of 20 (2019: 19) staff were directly employed by the Agency during the year.

An average of 4 (2019: 4) staff were employed by way of secondment or through third party service providers during the year.

€28k (2019: €46k) 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 (2019: €2k). Total foreign travel expenditure incurred in respect of the CEO and staff was €234 (2019: € 446).

#### Employee benefits breakdown\*

Range of total employee benefits		Number of employees	
From	To	2020	2019
€20,000 - €29,999		1	1
€30,000 - €39,999		2	2
€40,000 - €49,999		2	1
€50,000 - €59,999		1	1
€60,000 - €69,999		4	3
€70,000 - €79,999		5	9
€80,000 - €89,999		5	1
€90,000 - €99,999		0	0
€100,000 - €109,999		0	1
€110,000 - €119,999		<u>1</u>	<u>0</u>
		<b><u>21</u></b>	<b><u>19</u></b>

\*Applies to staff directly employed by the Agency as at 31 Dec 2020.



## 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 65<sup>th</sup> 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 2020.

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:

	2020	2019
Discount rate	0.80%	1.00%
Rate of increase in salaries	2.50%	2.50%
Rate of increase in retirement benefits	2.00%	2.50%
Inflation	1.75%	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:

	2020 €'000	2019 €'000
Present value of defined benefit obligations that are wholly unfunded	2,923	2,171
Present value of defined benefit obligations that are wholly or partly funded	<u>0</u>	<u>0</u>
Deferred retirement benefit funding	(2,923)	(2,171)
<b>Net liability recognised in the Statement of Financial Position at 31 December</b>	<u>0</u>	<u>0</u>

### (c) Net deferred funding for retirement benefits year

	2020 €'000	2019 €'000
Funding recoverable in respect of current year retirement benefit costs	400	320
Less: retirement benefit payments	(8)	(26)
	<u>392</u>	<u>294</u>

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

	2020 €'000	2019 €'000
Current service cost	375	290
Interest cost	25	30
Employees contributions & refunds	<u>0</u>	(63)
Expenses recognised in the income and expenditure and retained revenue reserves account	<u>400</u>	<u>257</u>

### (e) Deferred funding liability for retirement benefits

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



## Notes to the Financial Statements

progressively meet this amount in accordance with current practice. The deferred funding liability for retirement benefits as at 31 December 2020 amounted to €2,923k (31st December 2019 - €2,171k).

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:

	2020 €'000	2019 €'000
Present value of defined benefit obligation at 1st January	2,171	1,650
Current service cost	375	290
Interest cost	25	30
Benefits paid in the year	(8)	(26)
Actuarial loss / (gain)	<u>360</u>	<u>227</u>
Present value of defined benefit obligation at 31st December	<u>2,923</u>	<u>2,171</u>

### 9. Establishment Costs

	2020 €'000	2019 €'000
Repairs and maintenance	6	15
Cleaning	15	32
Insurance	56	52
Rent	2	.0
Light and heat	61	23
Waste management	1	2
Loss on Disposal of Fixed Asset	<u>2</u>	<u>0</u>
	<u>143</u>	<u>124</u>



## Notes to the Financial Statements

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### 10. Professional Services

	<b>2020</b>	<b>2019</b>
	<b>€'000</b>	<b>€'000</b>
Legal services	68	148
Accountancy / Financial advisory	3	10
Consultancy (including property advisory)	252	116
Internal Audit fees	22	22
Pension advisory fee	4	4
Other Professional fees	<u>190</u>	<u>160</u>
	<u>539</u>	<u>460</u>

### 11. General Operating Costs

	<b>2020</b>	<b>2019</b>
	<b>€'000</b>	<b>€'000</b>
Printing, postage and stationery	15	14
Telephone	8	7
Website and IT expenses	55	46
Office expenses	6	17
Meeting expenses	2	6
Newspapers, journals and reference material	0	1
Subscriptions	8	7
Travel and subsistence	2	3
Interest Payable	<u>5</u>	<u>4</u>
	<u>101</u>	<u>105</u>



## Notes to the Financial Statements

### 12. Board Member Fees and CEO Salary

	<b>2020</b>	<b>2019</b>
	<b>€'000</b>	<b>€'000</b>
Chairperson's remuneration	9	7
Board member fees	40	36
Board members expenses	<u>2</u>	<u>2</u>
	<u>51</u>	<u>45</u>
Chief Executive Officer	<b>2020</b>	<b>2019</b>
	<b>€'000</b>	<b>€'000</b>
Basic Salary	<u>107</u>	<u>102</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

	<b>Land, public realm, site infrastructure and buildings €'000</b>	<b>Assets in development and construction €'000</b>	<b>Fixtures and office equipment €'000</b>	<b>Total €'000</b>
<b>COST</b>				
At 1st January 2020	93,240	14,369	443	108,052
Additions	83	22,855	115	23,053
Disposal	<u>0</u>	<u>(491)</u>	<u>(258)</u>	<u>(749)</u>
At 31st December 2020	<u>93,323</u>	<u>36,733</u>	<u>300</u>	<u>130,356</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 2020	4,646	0	302	4,948
Charge for the year	1,061	0	26	1,087
Disposals	<u>0</u>	<u>0</u>	<u>(256)</u>	<u>(256)</u>
At 31st December 2020	<u>5,707</u>	<u>0</u>	<u>72</u>	<u>5,779</u>
NET BOOK VALUE				
At 31st December 2020	<u>87,616</u>	<u>36,733</u>	<u>228</u>	<u>124,577</u>
At 31st December 2019	<u>88,594</u>	<u>14,369</u>	<u>141</u>	<u>103,104</u>

Disposals of assets in development represent a car park property previously capitalised now being transferred to the HSE.

In the years 2020 and 2019 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.

Assets in development and construction are mainly the Lower House (€18.8m), West Quad (€5.5m), Academic Hub (€5.7m), Energy Centre (€3.9m), D7ET Primary School (€1.3m), Print-making workshop (€0.8m) and smaller projects (€0.7m).



## Notes to the Financial Statements

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

<b>14. Work in Progress</b>	<b>2020</b>	<b>2019</b>
	<b>€'000</b>	<b>€'000</b>
Work in progress	<u>0</u>	<u>63</u>
<b>15. Receivables and Prepayments</b>	<b>2020</b>	<b>2019</b>
Amounts falling due within one year	<b>€'000</b>	<b>€'000</b>
Trade receivables	330	84
Amounts due from the Health Service Executive	0	0
Amounts due from the Technological University Dublin	324	187
Accrued income	144	119
Sundry receivables and prepayments	<u>66</u>	<u>61</u>
	<u>864</u>	<u>451</u>

All receivable balances are deemed recoverable within one year.

<b>16. Current Liabilities</b>	<b>2020</b>	<b>2019</b>
Amounts falling due within one year	<b>€'000</b>	<b>€'000</b>
Trade payables	863	1,495
Amounts due to the Technological University Dublin	169	256
Professional services withholding tax	249	143
Value added taxation	567	178
RCT	0	(169)
PAYE / PRSI	51	41
Accruals	3,059	2,054
Deferred income	3,166	1,245
Retentions held on construction operations	647	387
Sundry payables	<u>91</u>	<u>91</u>
	<u>8,862</u>	<u>5,721</u>



## Notes to the Financial Statements

<b>17. Long Term Liabilities</b>	<b>2020</b>	<b>2019</b>
Amounts falling due after more than one year	<b>€'000</b>	<b>€'000</b>
Advanced payments on construction activities	<u>176,366</u>	<u>178,295</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 2020, a total of €32,655k (2019: €11,195k) 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 the TU Dublin, the creditor balance will be extinguished.

	<b>2020</b>	<b>2019</b>
	<b>€'000</b>	<b>€'000</b>
Balance at 1st January	178,295	15,976
Advanced in year (a)	7,257	164,679
Costs of property disposal	0	(1,120)
Amount released to other income in respect		
of project costs in year (b)	(1,041)	(1,143)
Amounts transferred to TU Dublin (c)	(8,048)	0
Depreciation (b)	(97)	(97)
Balance at 31st December	<u>176,366</u>	<u>178,295</u>

The balance is made up of	<b>2020</b>	<b>2019</b>
	<b>€'000</b>	<b>€'000</b>
Funding provided not utilised at year end	143,711	167,100
Cumulative funding used for asset development	<u>32,655</u>	<u>11,195</u>

Balance at 31st December	<u>176,366</u>	<u>178,295</u>
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- (a) This figure includes €7,057k advanced from the proceeds of sale of the Rathmines property in the year 2020.
- (b) The amount released to income comprises funding for project costs of €1.041m, and an amount released to match depreciation of €97k. Such income is reported in Note 3



## Notes to the Financial Statements

- (c) €8,048k was transferred to TU Dublin for projects directly managed by TU Dublin on the Grangegorman campus – Park House €5,796k; Audio Visual & ICT equipment €1,998k and Rathdown House €254k.

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

	2020 €'000	2019 €'000
At 1st January	692	578
Surplus for year	<u>207</u>	<u>114</u>
At 31st December	<u>899</u>	<u>692</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

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### 20. Capital Commitments

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

	2020 €'000	2019 €'000
Contracted for but not provided for in the financial statements		
PPP set up costs	1,457	992
Non PPP	<u>7,238</u>	<u>25,113</u>
	<u>8,695</u>	<u>26,105</u>

### 21. Analysis of Changes in Net Funds

	Opening Balance €'000	Cash flows €'000	Closing Balance €'000
Cash at bank and Cash Equivalents	<u>170,485</u>	<u>(21,302)</u>	<u>149,183</u>
Net funds	<u>170,485</u>	<u>(21,302)</u>	<u>149,183</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 €158k (2019: €148k).

### 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.



## Notes to the Financial Statements

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### 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 22.09.2021

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  
Mr Stewart Logan

National Transport Authority  
Mr Eoin Farrell

Technological University Dublin  
Dr Paul Horan  
Ms Melda Slattery

TU Dublin Staff  
Ms Leslie Shoemaker  
Mr Noel Gallagher

TU Dublin Students  
Mr Rebecca Gorman  
Ms Sharon Hughes

Dublin City Council Public Representatives  
Cllr Joe Costello  
Cllr Anthony Flynn

Health Service Executive  
Mr Kevin Sheridan

HSE Staff  
Ms Angela Walsh

HSE Service Users Representatives  
Ms Carmel Kitching  
Ms Annette Murphy

Public Representatives  
vacant

Local Residents  
Mr Eugene Kelly  
Mr Luke McManus

\*as of end of 2020



# Appendices

## APPENDIX 2\*

### Agency Staff

Ger Casey – Chief Executive Officer

Máire Mellerick – Director of Construction and Operations

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

Dominick Healy – Senior Engineer/Project Coordinator

Lori Keeve – Communications Coordinator

Des Marmion – Senior Engineer/Project Coordinator

Kathleen McCann – Employment and Training Coordinator

Robert Moore – Project Information Manager/Project Coordinator

Tara Mulvany - Communications Manager

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

Una Sugrue – Senior Conservation Architect/Project Coordinator

Nigel Thompson – Senior Quantity Surveyor/Project Coordinator

\*as of end of 2020



