



**Grangegorman
Development Agency**
Gníomhaireacht Forbartha
Ghráinseach Ghormáin



Grangegorman Development Agency

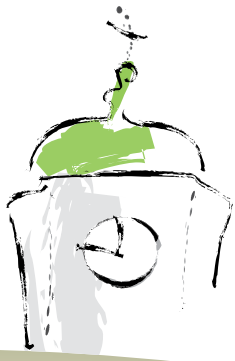
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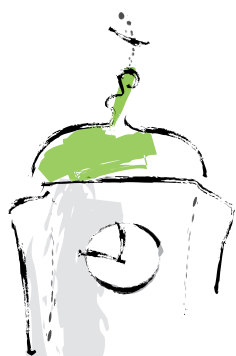


Annual
Report
2011



Contents

Chairperson's Foreword	page 1
Chief Executive's Introduction	page 3
Board of the GDA	page 4
Chapter 1 - Strategic Development Zone	page 6
Chapter 2 - HSE Mental Health Replacement Facility	page 10
Chapter 3 - Achievements and Milestones	page 14
Chapter 4 - Looking Forward	page 18
Appendices	page 22



Chairperson's Foreword



At the close of another year for the Grangegorman project, I look back with very mixed feelings. Again it was a time of great achievements and challenging setbacks. We started out the year with a new Chief Executive Officer, Mr. Michael Hand, and early in the New Year had adopted the Strategic Plan.

A major milestone was achieved with the start of work on the HSE Mental Health Replacement facility, the first physical element of the project. It is a great boost to see a new building finally being constructed after several years of planning and uncertainty.

Unfortunately more uncertainty lies ahead now following the announcement in November of the deferral of Exchequer Capital funding. This will give rise to some delay but it has been very reassuring to see how the Chief Executive Officer and staff, along with the other stakeholders, have set about the task of examining all alternative options available to us. I have no doubt that despite the adverse circumstances more milestones will be achieved in 2012.

A handwritten signature in black ink, which appears to read 'John Fitzgerald'. The signature is stylized with a large, looped 'J' and a long, sweeping underline.

John Fitzgerald
Chairman



Chief Executive's Introduction



The end of 2011 sees also the end of my first year as Chief Executive Officer of the Grangegorman Development Agency. While it has been great to become involved in this important project, it has not been without its difficulties. The year got off to a very positive start with the adoption of the Strategic Plan. This positive vein continued with the submission of the Grangegorman draft Planning Scheme to Dublin City Council and its adoption following the public process which followed. With the increasing work load during the year we had several new staff join us to share the burden and they have settled in very well into the organisation.

The close of the year was somewhat mixed. On the one hand the An Bord Pleanála Oral Hearing on the Planning Scheme took place, which again was a great milestone and gave everyone a further opportunity to have their say on the plans. On the other hand, the Government announcement of capital funding deferral until at least 2017 presents a new challenge for the project delivery. So heading into 2012 we find ourselves re-examining where the project stands and where we go from here. Despite the deferral of public funding, there are other funding options and we are looking at them all. In the meantime, we are eagerly awaiting the decision of An Bord Pleanála on the Planning Scheme. Working with all of our stakeholders, we will ensure that the Grangegorman project proceeds and this new part of Dublin city becomes a reality.

A handwritten signature in black ink, appearing to read 'Michael Hand', written in a cursive style.

Michael Hand
Chief Executive Officer

Board of the GDA

Members as at 31st December 2011

1. Mr. John Fitzgerald (Chairperson)
2. Mr. Michael Hand (CEO)
3. Mr. Bob Coggins
4. Cllr. Emer Costello
5. Dr. Dominic Dillane
6. Cllr. Mary Fitzpatrick
7. Mr. David Geary
8. Mr. Brian Gilroy
9. Mr. Dick Gleeson
10. Ms. Maria Grogan
11. Ms. Anne O' Connor
12. Mr. John Monahan
13. Professor Brian Norton
14. Ms. Denise O' Dowd
15. Ms. Jacinta Stewart



Chapter

1



Strategic Development Zone

Introduction

An area is designated as a Strategic Development Zone (SDZ) where the site is deemed to be of strategic economic or social importance to the state. The key benefit of the SDZ designation is that it supports the orderly and phased delivery of an integrated development.

There are several key stages in preparing an SDZ planning scheme. They are as follows;

- ◆ Government, by Order, designate an SDZ to facilitate specified development of economic or social importance to the State
- ◆ Requires a Development Agency (can be a Planning Authority or other designated body) within 2 years to draft a Planning Scheme.
- ◆ A Draft Planning Scheme must be the subject of public consultation (minimum of 6 weeks).
- ◆ The Draft Scheme, together with any submissions received, is considered by the Elected Members of the relevant Planning Authority, who can accept, vary, modify or reject the scheme.
- ◆ The Draft Scheme may then be appealed to An Bord Pleanála (which may include an Oral Hearing).
- ◆ Once approved, the Planning Scheme becomes part of, and takes precedence over, the Development Plan (until such time as the Planning Scheme is revoked).
- ◆ The Planning Authority must grant permission for individual developments that are consistent with the Scheme.
- ◆ No appeal may be made to An Bord Pleanála against the decision of the Planning Authority to grant or refuse permission to a development within an SDZ area.
- ◆ A Planning Authority may by resolution, with consent of the Development Agency amend or revoke a Planning Scheme.
- ◆ The process (and timeframe) to amend or revoke a planning scheme is the same as that for the making of a Planning Scheme.

Apart from the statutory content of the document there are several other important aspects to the document.

- ◆ This will be the first SDZ Planning Scheme in the State to be principally focused on the delivery of public services (i.e. education and healthcare). All other schemes to date have been based on the delivery of residential schemes on much larger suburban or rural sites. It will also be the first SDZ Planning Scheme located in Dublin City.
- ◆ The draft Planning Scheme, currently under preparation, will be based on the land use Masterplan contained within the Strategic Plan. It will nonetheless be sufficiently detailed to allow its potential impacts to be fully assessed.
- ◆ The draft Planning Scheme will be submitted with an accompanying Environmental Report. This will be very similar to the Environmental Report prepared for the Strategic Plan.
- ◆ The draft Planning Scheme has been prepared in cognizance of other regional and national strategic documents and plans, in particular the Dublin City Development Plan 2011- 2017.

The Grangegorman draft Planning Scheme

The draft Planning Scheme is a document which is very much based on the Grangegorman Strategic Plan and the Masterplan. While the Masterplan showed the proposed physical layout of the new site, the Strategic Plan went on to show how this new physical layout would come about. Finally, the draft Planning Scheme puts all of this into a planning control document.

This draft Planning Scheme does not contain specific designs of buildings. However, it does contain the constraints and/or compliance requirements that the eventual building designs will need to consist of to meet the overall objectives for the site. For example, it shows the allowable maximum and minimum building heights, external finishes, uses, routes within and in and out of the site, services etc. The document is laid out as follows;

- ◆ Chapter 1 - Introduction to the draft Planning Scheme
- ◆ Chapter 2 - The Site and its Context
- ◆ Chapter 3 - Project Vision
- ◆ Chapter 4 - Nature and Extent of Proposed Development
- ◆ Chapter 5 - Transportation, Movement and Mobility
- ◆ Chapter 6 - Conservation and Cultural Heritage
- ◆ Chapter 7 - Provision of Services
- ◆ Chapter 8 - Phasing and Implementation

The draft Planning Scheme is also accompanied by several other supporting documents, including;

- ◆ Appendices
- ◆ Environmental Report
- ◆ Transport Assessment
- ◆ Waste Management Assessment
- ◆ Services Capacity Assessment

Planning scheme cover





Consultation and the Making of the Scheme

The draft Planning Scheme was submitted to Dublin City Council in April 2011 and the local authority carried out a consultation process with the assistance of the GDA. There were 35 observations made on the plan covering a range of topics from building heights, transport and movement and access to the site. The City Manager prepared a report on the observations received, in which he made recommendations on amendments to the draft Planning Scheme based on the observations. At a meeting of the elected members of the City Council on 25th July the report was discussed along with Council's own recommendations and the Planning Scheme was made.

An Bord Pleanála Hearing

Following the making of the plan by DCC a further observation period took place where people who made observations and the GDA could object to the outcome of the Planning authority's process. A total of 4 appeals were submitted to An Bord Pleanála and they decided to hold an Oral hearing on the Planning Scheme. The hearing took place in November 2011 and lasted for 4 days. A decision on the Oral Hearing is expected in early 2012.

Chapter

2





HSE Mental Health Replacement Facilities

In 2010 the Department of Health and Children made the decision to invest heavily in the area of mental health facility upgrade and replacement around the country. St. Brendan's in Grangegorman was one of the hospitals included in this investment programme and therefore a decision was made to proceed with the construction of the new Mental Health Replacement facilities as soon as possible.

At the beginning of 2011 Hegarty Demolition Ltd. were awarded a contract to carry out enabling works for the facility, which included the removal of two species of invasive weeds from the site. This work was completed in May and in July John Sisk and Sons were appointed to carry out the construction on the new building.

The new state of the art facility will consist of 54 individual bedrooms with en-suite bathrooms. The facility will be made up of units which will cater for 12-14 people and these will each cater for a differing level of care, from 24 hour intensive, to low level day care. Therapeutic activities will be catered for in dedicated spaces and there will also be secure garden space for the residents usage.

The building will be one of the first HSE buildings to achieve an A3 energy rating. It will feature large scale solar water heaters on the roof and the roofs themselves will be green planted to retain storm water and to regulate temperature.

The construction work is on schedule for completion in September 2012 and it is expected that the residents and staff will have moved into the new hospital by the end of the year.



New HSE Mental Health facility



GDA Board members, HSE and Sisk representatives at Contract signing for new hospital



Chapter 3



Achievements and Milestones

Adoption of Strategic Plan

Following an extensive consultation process and an indepth response report to each of the 54 submissions on the Grangegorman draft Strategic Plan, the Board of the Agency finally adopted the plan in February 2011. Before adopting the plan several amendments were made based on the submissions received and discussion, around them. This included the addition of 13 new aims and objectives to the document. This was one of the most significant milestones in the Grangegorman project to date.

Public Realm Design

In February 2011 the Agency appointed the team who prepared the Masterplan, Moore Ruble Yudell and Duffy Mitchell O' Donoghue to commence the next stage of their appointment, which is to develop the design for the public realm elements of the Project. The public realm is defined as all the spaces outside the footprint of the proposed buildings or quads. The public realm, when completed, will form the streets and pedestrian routes as well as all of the landscaped areas through the quarter, including the sports pitches. The elements of public realm include;

- ◆ Hard and Soft Landscaping
- ◆ Signage, Lighting
- ◆ Security
- ◆ Water Services and Drainage
- ◆ Energy and ICT distribution
- ◆ Infrastructure required to manage transportation, waste and facilities management.

The aspirations for the design of the public realm are to be developed from the principles developed during the Masterplan stage and include a high degree of permeability and universal design to all aspects of the public realm. The specific sustainability objectives of the public realm include;

- ◆ Energy conservation
- ◆ Water conservation
- ◆ to promote of the use of public transport
- ◆ To encourage Bio-diversity
- ◆ The re-use of existing materials on site, including conservation of existing architectural materials of interest.

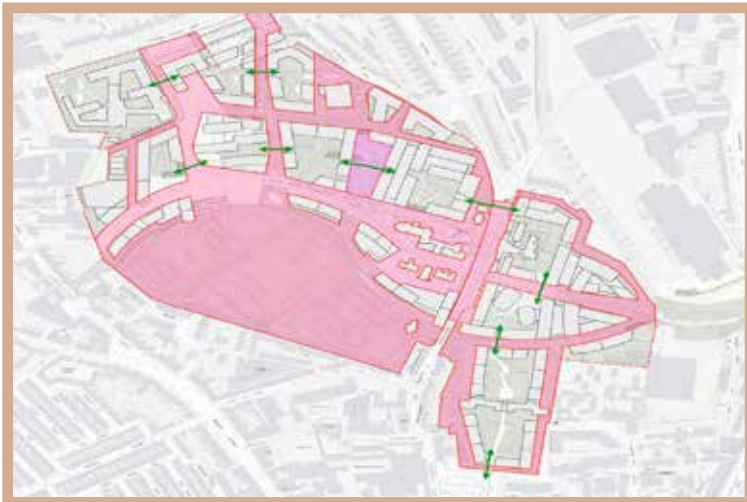
The public realm, and in particular the landscape design, will help to define a sense of place for the new urban Quarter and act as a catalyst to allow the entire quarter to be recognised as uniquely being Grangegorman.

Broadstone Gate

The Agency engaged with the following bodies to form a working group in order to progress Broadstone Gate, a new entrance way linking Grangegorman to the city via Constitution Hill, as proposed in our Strategic Plan;

- ◆ Bus Eireann
- ◆ Coras Iompair Eireann (CIE)
- ◆ Dublin Bus
- ◆ Dublin City Council (DCC)
- ◆ Grangegorman Development Agency (GDA)
- ◆ National Transport Authority (NTA)
- ◆ Railway Procurement Agency (RPA)

Early agreement was reached on terms of reference for the group and design work commenced on a possible holistic solution that met the Agency's Masterplan Vision and satisfied all the practical and strategic requirements of the members of the group. Work is now being finalised and the Agency anticipate that a Part 8 planning application will be lodged in the coming months for Broadstone Gate.



Area of the public realm



Broadstone Gate Masterplan layout

Labour and Learning Forum

The Employment Study on the potential of the Grangegorman Project, Joining up the Dots, was launched in 2009 by the Taoiseach, Mr. Brian Cowen T.D. The report identified many opportunities and made several recommendations as to how best make these opportunities a reality. In 2010 the Labour and Learning Forum, which consists of the original stakeholders in the Employment Study, began meeting with a view to implementing the recommendations. The group, chaired by Mr. Finbar Flood, met regularly throughout 2011 and a full time co-ordinator, Ms. Anne Casey, was appointed to ensure the work of the group progressed.



*New Employment, Education
and Training Co-ordinator,
Ms. Anne Casey.*

Communications and Consultation

Throughout 2011 the GDA ensured all stakeholders in the project and the wider public were regularly kept up to date with the project in a variety of ways. A formal statutory consultation process took place around the draft Planning Scheme where all members of the public were invited to various locations around the Dublin 7 area to view the plans and to speak to members of the the GDA and Dublin City Council. Everyone was then invited to make submissions on the plans.

The Consultative Group had its quarterly meetings, which were well attended by the members. 3 newsletters were published in 2011. Regular e-mail updates were sent out to a list of nearly 500 people. Several letter drops took place relating to area specific issues. A public information session was held for residents where new work was to begin onsite where they got the opportunity to meet the contractor and discuss any concerns. In addition, the website was updated regularly, press releases were issued on all milestones in 2011 and the GDA Facebook and Twitter pages were updated regularly to ensure everyone could keep up to date through a variety of traditional and social media.

Finally, the Agency had several meetings with local groups and individuals to explore a variety of issues and ideas as well as ongoing meetings with the onsite Sports clubs to ensure ongoing co-operation in both the short and long term. DIT and the HSE have been very much involved in these meetings and the links between these organizations, the community and the GDA continues to grow as the project progresses.

Chapter 4





Looking Forward

SDZ Draft Planning Scheme

A decision on the Planning Scheme is expected early in 2012 from An Bord Pleanála.

Land Transfers

In accordance with Section 13 of the GDA Act 2005 and in order to ensure the GDA can fully take control of the Grangegorman site to develop it, it is necessary that the land is transferred from the HSE. A lot of work has already happened on this over the last year and it is hoped that the site will be fully transferred to the GDA in 2012.

Broadstone Gate

Following on from the extensive work of the Broadstone Working Group it is anticipated that a Part 8 planning application will be advanced by Dublin City Council during 2012. The GDA will be working very closely with the City Council on this as part of the consultation process.

Assuming a favourable outcome on the Railway Order application for Luas Broombridge, it is the intention of Dublin City Council, as the main land owners, to apply for a Part 8 planning permission. This is being done in co-operation with the other stakeholders and comes after much effort on the part of everyone involved in the working group over the last year.

Conservation Team

With 11 listed buildings being retained on the Grangegorman site as part of the project, there is a very significant amount of work to be done in assessing these buildings prior to any re-development work being carried out. It is a central aspect of the project not only to protect and re-use these buildings, but to respect their heritage and history. Therefore in 2012 a conservation consultancy team will be appointed to carry out the assessments on these old buildings.

Arts Strategy

Consultation is to begin with all stakeholders on the development of the Grangegorman Arts Strategy by Sarah Searson and Claire Nidecker. It is hoped that the Arts Strategy is complete by the third quarter in 2012.





Appendices



Appendices

Appendix 1

Consultative Group

Members as at 31st December, 2011

Dept. of Education and Science Skills
Mr. Eamonn Cusack, PPP Unit

Dept. of the Environment, Heritage and local Government
Ms. Gabrielle McKeown, Senior Planning Advisor

National Transport Authority
Mr. Eoin Farrell

D.I.T.
Dr. Noel O' Connor, Director of Student Affairs
Ms. Melda Slattery, Head of Public Affairs

D.I.T. Staff
Mr. Raymond Turner, Academic Staff Representative
Mr. Andrew Myler, Staff Representative

D.I.T. Students
Mr. Ciaran Nevin, President DIT Students Union
Mr. Pat Kearney, CEO DIT Students Union

Dublin City Council
Cllr. Ray McAdam
Cllr. Claire O' Regan

H.S.E.
Mr. Derek Dockrell, Project Manager

H.S.E. Staff
Mr. Sean Tone, Director of Nursing,
St. Brendan's Hospital

H.S.E. Service Users
Mr. Barry Kearney
Mr. Barry Hurley, Advocate

Public Representatives
Mr. Cyprian Brady T.D.
Mr. Joe Costello T.D.

Residents
Ms. Kaethe Burt O' Dea
Mr. Ken McCue



Staff of the GDA

As at date of publication of this report

Chief Executive Officer: Mr. Michael Hand
Director of Finance: Vacant
Director Of Architecture: Mr. Simon Mannion
Corporate Affairs Manager: Ms. Nora Rahill
Communications Officer: Mr. Ronan Doyle
Administrator: Ms. Emily O'Reilly
Project Co-ordinator: Mr. Pat O' Sullivan
Project Co-ordinator: Ms. Una Sugrue

Functions of the Grangegorman Development Agency

The GDA was established pursuant to the Grangegorman Development Agency Act 2005. The Minister for Education and Science set 10th May 2006 as the establishment date of the Agency, by means of SI 252 of 2006.

The general aim of the Act is to facilitate the development of the 73 acre Grangegorman site in Dublin as a modern campus for the DIT, 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 DIT properties;
- ◆ Prepare a strategic plan;
- ◆ Decide appropriate procurement strategy;
- ◆ Consult with relevant organisations, representative groups and the local community;
- ◆ Dispose of DIT properties;
- ◆ Carry out construction;
- ◆ Return properties to DIT/HSE and any other educational body

The strategic plan that the GDA is required to prepare will set out the concept for the project along with a funding and delivery plan for the development of the Grangegorman site and must provide for:

- ◆ Education & health facilities;
- ◆ Access by residents;
- ◆ Services – roads, water, drainage and utilities;
- ◆ Public transport requirements;
- ◆ Refurbishment of protected structures;
- ◆ Recreational facilities;
- ◆ Research and development facilities;
- ◆ Development of commercial activities; and
- ◆ Development of the Grangegorman site in the context of land usage in the vicinity and in a manner that is sympathetic with its urban setting.

In creating the strategic plan for the Grangegorman site the GDA under the Act must also:

- ◆ have regard to the Dublin City Development Plan; and
- ◆ consult with certain stakeholders and other persons having a relevant interest.

Statement of Internal Financial Control

The Board acknowledges its responsibility for the Grangegorman Development Agency's system of financial control. It also recognises that any system of financial control can only give a reasonable and not absolute assurance against any material errors. The internal financial controls in operation within the Grangegorman Development Agency during the year are detailed as follows;

Control Environment

- ◆ The procurement function operates on the basis of policies agreed by the Board.
- ◆ Expenditure limits are applied rigorously to all levels of management.
- ◆ All staff members have been supplied with financial control procedures.

Procedures for monitoring effectiveness of financial control

- ◆ The Board has established an Audit Committee with appropriate terms of reference.
- ◆ The Agency's internal audit service provider conducts regular reviews of the system of internal financial controls.
- ◆ Clearly defined procedures are in place for the appraisal, management and approval of all expenditure.
- ◆ The minutes of meetings of the audit committee, and other related papers are reviewed by the Board, with recommendations adopted as appropriate.
- ◆ Management accounts are prepared on a monthly basis, identifying all income and expenditure that was incurred. The Chief Executive reviews these accounts, which contain a detailed examination of the underlying transactions and activities, to ensure completeness and accuracy. The Board also reviews these accounts on a regular basis.
- ◆ Regular risk assessments are undertaken by the Agency with a view to identifying the main business risks facing the organisation. A corporate risk register has been prepared, along with an action plan to mitigate the impact of controllable risks. The work of internal audit and audit planning is informed by analysis of the corporate risk register.



Former President Mary McAleese visited Grangegorman this year

The Board's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of Internal Audit, the Audit Committee which oversees the work of the Internal Audit function, the management team within the Agency who have responsibility for the development and maintenance of the financial control framework and comments made by the Comptroller and Auditor General in his management letter or other reports.

For the year ended 31st December 2011, the GDA have prepared the financial statements for 2011 and the Board has conducted a review of the effectiveness of the system of internal financial control.

Appendix 5

Fees Paid to Members

The fees paid to the Chairperson in 2011 were €8,835.84

There were no expenses paid to Board members in 2011.

The salary paid to the CEO in 2011 was €84,455.69.

Appendix 6

Board Member Attendance

Name	Number of meetings attended
Mr. John Fitzgerald – Chairperson	11
Mr. Bob Coggins	9
Cllr. Emer Costello	7
Dr. Dominic Dillane	7
Cllr. Mary Fitzpatrick	8
Mr. David Geary	0
Mr. Brian Gilroy	5
Mr. Dick Gleeson	10
Ms. Maria Grogan	6
Mr. Michael Hand	11
Mr. John Monahan	10
Professor Brian Norton	11
Ms. Anne O' Connor	5
Ms. Denise O' Dowd	3
Ms. Jacinta Stewart	7



