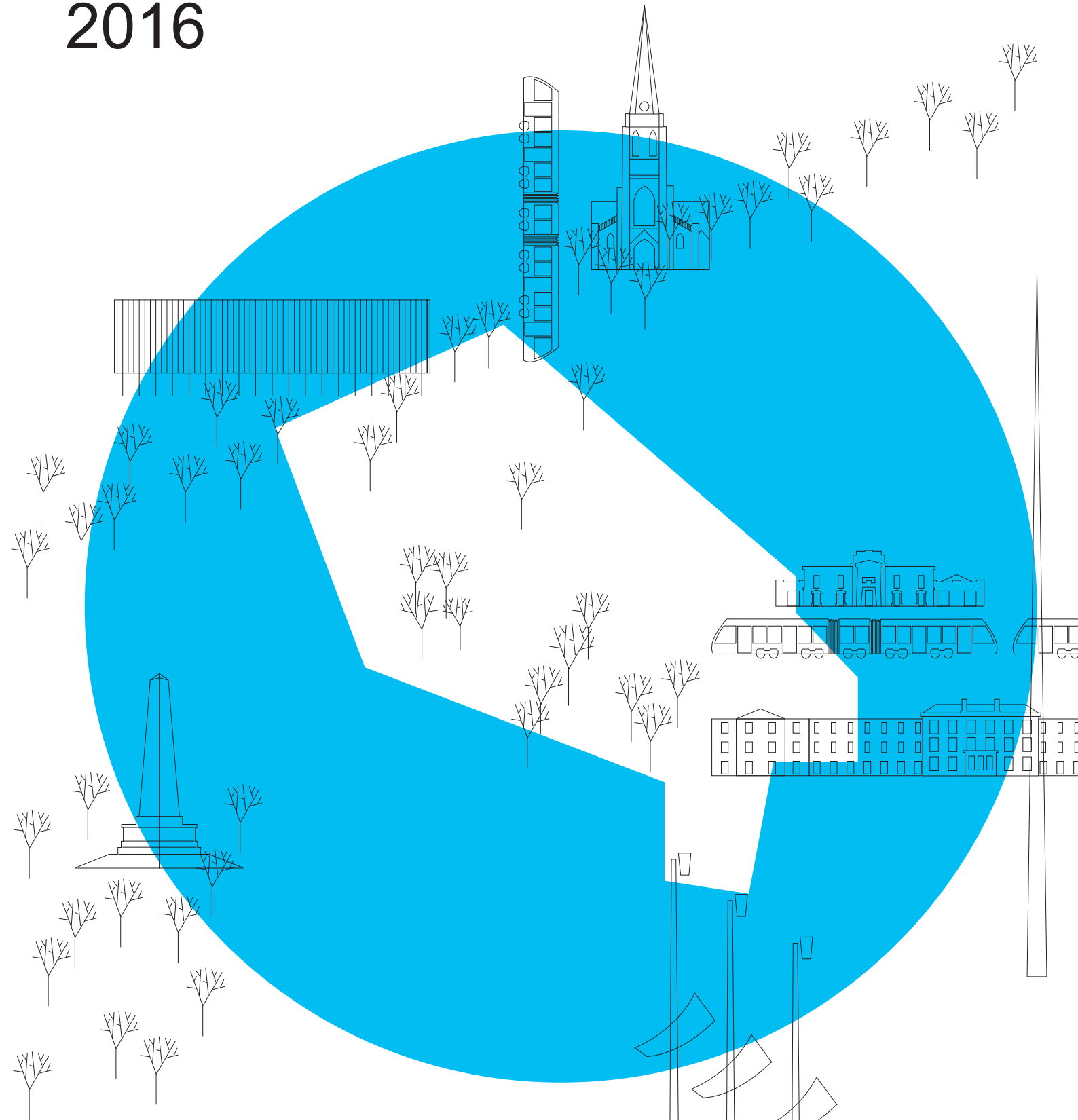




**Grangegorman**  
Development Agency  
Gníomhaireacht Forbatha  
Ghráinseach Ghormáin

# The Annual Report. 2016





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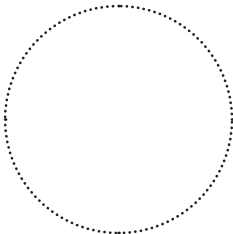
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# Agency Board Welcome

Oliver Cussen, Chairperson, Agency Board

2016 was the tenth anniversary of the establishment of the Agency. Over the first ten years there have been many milestones.

A comprehensive, internationally-acclaimed Strategic Plan, and Masterplan were completed coupled with the designation of the area as a Strategic Development Zone. These provide a high-quality strategic and planning framework which shapes the development of the site.

New HSE buildings are in place, nearing completion or planned to provide mental health services, primary care and residential care for patients. Restored buildings, along with the modern Greenway Hub, provide accommodation for over 1,000 DIT students and facilities for innovation and research.

Communication structures have been established with the surrounding communities. The Grangegorman, Labour and Learning Forum is working to develop economic and social programmes for the benefit of the community. A public art programme enriches the development for all.

Looking forward, a major goal for the Board is to renew the momentum of the Grangegorman project, particularly on the DIT front. The very protracted legal process around the procurement of the two academic quads stalled progress and created significant frustration for all key stakeholders, and for the Board.

With these obstacles finally out of the way, the Agency is working with the relevant parties to have contracts signed for the PPPs with the aim of commencing construction in 2018 and completing the two academic quads by 2020. These buildings, coupled with library, catering and other ancillary facilities will support 10,000 students on the campus.

Work is also well underway on the process of going out to tender for the first phase of student accommodation. There will be many challenges for the Agency as the project ramps up to deliver these new facilities.

We must ensure the executive has the necessary resources. Funding must be secured for the next phase in order to build out the project as envisaged in the Strategic Plan, and Masterplan.

Robust corporate governance will always be a priority. Stakeholders must be centrally involved. The continuing strong support of the main stakeholders is very important and the Board is deeply appreciative of their commitment to the project. This support was underlined in October 2016, when the Secretary General of the Department of Education and Skills, the Chief Executive of Dublin City Council, the Director General of the HSE and the President of DIT met with the Board. Each reiterated their commitment to and strong support for the project and highlighted its importance from their different perspectives. The Chairperson of the Grangegorman Labour and Learning Forum and the Chairperson of the Public Art Working Group also participated in the event.

I would like to convey the Board's appreciation to the Chief Executive Officer, Ger Casey for his guidance of the Agency since succeeding Michael Hand. I thank Ger and all the staff of the Agency for their hard work, commitment and expertise. I acknowledge and pay tribute to the significant contribution and legacy of Michael Hand during his term as Chief Executive Officer. He departed the Agency in 2016 to take up a position in the private sector.

I wish to thank the Minister for Education and Skills for his commitment to and support of the project. I thank the Secretary General of the Department and all his team for their support and commitment.

I am deeply grateful to my fellow directors, individually and collectively, for their commitment to advancing the goals of the Agency. They bring extensive experience and expertise to the Board and its Sub-Committees.





# Agency CEO Welcome

Ger Casey, Agency Chief Executive Officer

While much focus in 2016 was on the impending decision of the High Court in relation to the Central and East Quad Public Private Partnerships (PPPs), a lot of other things were happening on the Grangegorman Project in 2016, much of it unseen in the background but no less vital to the progression of this national development project.

Planning for Programme III of the DIT aspect of the project was a large area of focus for the Agency in 2016. This features phase 1 of the student accommodation, the Energy Centre and the Academic Hub, the West Quad and Indoor Sports Facilities. The Academic Hub will feature the main library facilities for DIT. This important building will incorporate the North House as part of the overall structure which will make it one of the most iconic buildings in Grangegorman. It was fantastic to be able to announce O'Donnell + Tuomey as the architects for the Academic Hub in 2016.

In terms of the Health aspect of the project, things continued apace in 2016 as the Primary Care Centre, a wonderful building which mixes new and old, neared completion. This new facility will serve the surrounding community once opened.

In addition to developing the Primary Care Centre, the Agency received the formal go ahead from the HSE to advance the Residential Care Centre (formally known as the Community Nursing Unit) in 2016. This now means that the design of the third phase of health facilities will shortly be underway, further establishing Grangegorman as a key location for modern healthcare facilities in Dublin.

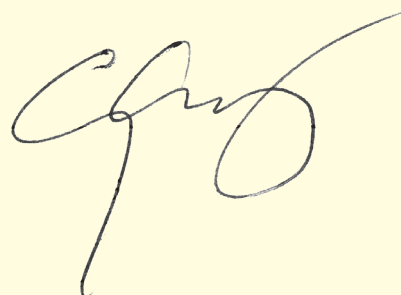
In October the first opening was made in the wall between Grangegorman and Broadstone by the Luas Cross City contractor. This opening will become the front gate into Grangegorman and will feature a new stop on the Luas Cross City line. It is our aim to have a route completed from Broadstone into Grangegorman not long after the opening of the Luas Cross City in late 2017/ early 2018 with the Broadstone Gate Plaza to follow shortly thereafter. There will however, be immediate access to Grangegorman from the Grangegorman stop.

The initial design stage of the new Primary School was completed in August 2016. Dublin City Council also applied to An Bord Pleanála to amend the Planning Scheme at the end of 2016 to allow for a 24 classroom school as required to meet upcoming demands as set out by the Department of Education and Skills. It is expected that An Bord Pleanála will decide on this application in the middle of 2017. We would hope to begin construction of the new school in 2018.

Following the opening of the grass pitches in September 2016, it became apparent that there was a problem with how they were draining. The Agency has been working with the contractor and international pitch specialists to get this matter satisfactorily resolved by September 2017.

The Grangegorman project finished 2016 on a high note with the favourable High Court decision on the PPP for the Central and East Quads. For 2017 we must now rebuild some momentum and get construction back on site. 2017 should also see a big announcement in relation to the Grangegorman Public Art Programme and some of the many community art projects coming to fruition.

There is much to look forward to and much to do and as always we look forward to working in partnership with all of our stakeholders to keep the project moving.





# Agency Board Review Day

The Agency Board held a Strategic Review Day on 26th October with a view to setting goals and objectives for the Agency over the next two to five years.

The main objective of the day was to engage with key stakeholders of the Grangegorman Project to discuss the major opportunities and significant challenges in delivering the remaining stages of the project.

The Agency is very appreciative that Seán Ó Foghlú, Secretary General, Department of Education and Skills; Tony O'Brien, Director General, Health Service Executive (HSE); Owen Keegan, Chief Executive, Dublin City Council; and Brian Norton, President, Dublin Institute of Technology made the time available with their senior colleagues to meet with the Board and Agency personnel to discuss some of the key issues, challenges and opportunities for the future of the project.

The Agency is also very appreciative of the work and commitment of Brigid McManus, Chairperson of the Grangegorman, Labour and Learning Forum, and Ciaran Benson, Chairperson of the Public Art Working Group, both of whom attended the event.

The strong individual and collective support from the stakeholders was particularly heartening and augurs well for the successful and timely completion of the project.

The contributions and discussions covered the importance of the project from the perspective of each of the stakeholders as well as some of the key challenges over the next few years. Important new approaches to health care will accompany the new infrastructure which is being put in place. It is a flagship education project with exciting opportunities for innovative approaches to research and learning.

As part of the urban renewal process, it is a campus without walls and can be a model for developing a smart city approach.

The importance of structured links to the community was also emphasised. The Grangegorman, Labour and Learning Forum brings together a range of statutory and community organisations to address employment, education and business opportunities for the benefit of the community. The public art programme is working through various pathways to deliver immediate and long term opportunities for community development.

The Agency is currently working on updating its Strategic Plan and will incorporate the key outputs of the day into that document.

· The oldest flatbed mechanical clock in Britain and Ireland – the James Waugh clock in the Grangegorman Clock Tower – undergoes refurbishment. 1km jogging track around campus becomes popular for running.

January

· Agency seeks BIM Manager and new Health and Safety Coordinator. Agency Masterplan Architect, James Mary O'Connor's TEDx talk on 'Transformative Power of Education' is available online.

February

· DIT Cathal Brugha St goes up for sale. Hermitage Green release music video filmed in the Clock Tower. Practice parade for St Patrick's Day by School of Creative Arts and Colorado School of Mines takes place. Dublin Bikes secure funding for extension to Grangegorman.

March

· Agency visit Broadstone site to view progress on Broadstone Gate. DIT graduate exhibition Uncover takes place. Prof Doris Sommer holds Creative Agency in the Local Community event as part of the public art programme. The second deadline for Pathway 2 art projects passes. Nora Rahill wins DIT Staff award for her contribution to the ABC Programme. Pathway 2 public art project 'Home on the Grange' is launched. Michael Hand resigns as CEO of the Agency.

June

The newly restored windows in the protected Laundry building are reinstated as part of the Primary Care Centre works. The boundary wall separating Broadstone and Grangegorman comes down. Ger Casey is announced as the new CEO of the Agency. Minister Richard Bruton publishes Cassells Report in Grangegorman.

July

August

· Dublin Lord Mayor Brendan Carr visits Grangegorman. Landscaping works are underway at the new Primary Care Centre. Dublin Decoded include Grangegorman campus as part of a walking tour of Dublin. Dublin Bikes extension is put on hold.

· The original floor is restored in the former Laundry building. Agency goes out to tender for consultancy services for the HSE Residential Care Centre. Park Shopping Centre Link extended to Saturday opening.

November

# The Year In Review

20<sup>16</sup>

• Brendan Behan talk takes place in St Laurence's. Unthink receive an award for the design of '... the lives we live' Grangegorman Public Art booklet. ABC programme showcase takes place. Agency advertise position of CEO. Adaptive Reuse Project wins award at the Irish Building and Design Awards. Grangegorman playground is closed for repair and maintenance. The first pathway 2 project 'the Masterplan' is launched.

April

A Q and A session for public art Pathway 2, Community Based Projects, takes place. RTE's Nationwide airs feature on Grangegorman campus. Francis Haughey Construction sign the contract for Clock Tower Works. Grangegorman Public Art launches Facebook page. Alice Maher's artwork 'The Axe (and the waving girl)' is installed in the Cultural Garden on loan from IMMA. O'Donnell + Tuomey is announced as the Design Team for the Academic Hub.

May

September

• Grass pitches open for use. Temporary agreement is put in place to close the playground when GAA matches are played until adequate netting is installed. Agency Blog page goes live.

October

• The Masterplan project under pathway 2 is screened in the Lighthouse Cinema. Pathway 2 Round 3 Q and A session is held. Agency hold public information evening on upcoming planning application for a temporary surface car park on site. Open Call goes out for artists to lend works to the Primary Care Centre on site under Pathway 6. The first Grangegorman Business Breakfast takes place. Pathway 2 project Home on the Grange holds a photographic exhibition and Songs About Home music evening. Open House Dublin tours of the North House take place. High Court determines the case regarding the Grangegorman PPPs in favour of the State, allowing the delivery of the Central and East Quads to proceed as planned.

• PPPs project given the go ahead to proceed as appeals date passes. The third pathway 2 project 'I'll Be in Your Camp: Will You Be in Mine?' is announced. Pathway 2 artists present their projects to the Agency and Public Art Working Group. The City of Dublin Winter Solstice Festival takes place on campus. DCC apply to An Bord Pleanála to amend the SDZ Planning Scheme to allow for 24 classroom school.

December





2017



In Use



In Design/Procurement/Construction

A. Public Playground  
B. Playing Pitches  
C. Phoenix Care Centre  
D. North House and Annex  
E. An Croi Cluster  
F. Clock Tower  
G. Greenway Hub  
H. Primary School (Temp)

I. Primary Care Centre  
J. Central Quad  
K. East Quad  
L. Primary School  
M Academic Hub  
N. Student Housing  
O. Energy Centre  
P. Car Park (Temp)

X1. Luas Grangegorman  
X2. Luas Broadstone

X1

X2

Constitution Hill





Image: Marie-Louise Halpenny



# I Planning

The Grangegorman site was designated as 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 its formal adoption DCC has granted 24 planning applications under this fast-track mechanism, which has greatly facilitated the development of the campus to date. Of these, only one was submitted to DCC in 2016 and is outlined below.

*Temporary Carpark for 111 car spaces and 8 cycle spaces (GSDZ4208/16) off the North Circular Road.*

A Public Information Evening for local residents was held on 11th October, ahead of the planning application being submitted to DCC. Planning permission was granted on 27th January 2017.

## SDZ Amendment

In 2015 the Agency was informed by the Department of Education and Skills of a need for a greater number of school places in the Grangegorman area. The Grangegorman Planning Scheme currently allows for a 16 classroom primary school to be built onsite. With the requirement for further places in the area, it is necessary to make an amendment to the SDZ under Part IX of the Planning and Development Acts 2000 – 2004. In September, on behalf of DCC, the Agency informally carried out initial consultations with residents in the local area on this proposal. The feedback received from the community was shared with the Local Area Office. The Agency also asked their planning consultants RPS to carry out some research to complement that carried out by the Department of Education and Skills Forward Planning Unit. RPS concurred with the Department's findings. In October, the proposal, along with the research on numbers, was brought before the Central Area Committee for approval. At the end of 2016, new planning legislation was enacted. This requires An Bord Pleanála to decide whether the proposed amendment is a 'material' or 'immaterial' change. The proposed Grangegorman SDZ amendment is one of the first to come under this new legislation, and as such the outcome is not anticipated until summer 2017. Once a decision has been reached, the Agency can progress the planning and construction of the new school on site. While the proposed SDZ amendment seeks to increase the size of the school from c. 2,800sq m to c. 4,200sq m, there are no proposed changes to the overall heights permitted under the current iteration of the Planning Scheme. The expanded school plot will replace healthcare use envisaged in the Planning Scheme.

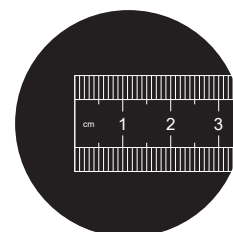




Image: Marie-Louise Halpenny



# II

# Estate Management

## Grangegorman Estate Management Working Group

With the handover of phase 1 of the public realm after the SI and PR project was completed in 2015, the Grangegorman Estate Management Working Group (GEMWG) was formed to look after the publicly accessible areas. It is currently made up of representatives from the Agency, DIT, HSE, and DCC and is chaired by Máire Mellerick, Agency Director of Construction and Procurement.

DIT Estates oversee the day-to-day management and servicing of the areas with Agency maintaining all underground services. GEMWG met regularly over 2016 and dealt with a number of matters as they arose including setting out the rules and regulations, opening hours of campus accesses, the handover of the grass pitches, and the decision to seek additional netting for the playground.

## Public Realm Rules and Regulations

Once the campus grounds opened, it became necessary to agree and install rules and regulations for the use of the space. Over 2016, GEMWG finalised a set of rules and regulations for the facilities and grounds.

These were installed across the campus in October in both Irish and English.

## Public Linkage

The pedestrian link connecting the Grangegorman campus to Park Shopping Centre on Prussia Street was opened in 2015. It was a major success as it was the first connection to Grangegorman from the western side of the site.

As the link was established through third party lands, GEMWG was instrumental in delivering this key connection.

After viewing the success of the link, it was decided to extend the opening hours of the access in November. The initial hours of weekdays from 8am – 6pm were extended to include Saturday opening times also from 8am – 6pm.





Image: Marie-Louise Halpenny



# II

# Estate Management

## The Playground

Since it first opened for use in September 2015, the playground has been one of the most popular and well used amenities on site. Unfortunately, with this hard use also comes damage and general wear and tear.

In both May and October, GEMWG undertook to close the playground for several days each time to fully restore damaged equipment. This included replacing the seat on the zipline and repairing the ground safety surface material. The playground has become a great community resource in the area and GEMWG have been vital in ensuring that it is kept in the best condition possible.

With the opening of the grass pitches or 'the Fields' in 2016, it became apparent that further health and safety measures would need to be put in place to protect the playground from stray balls from the pitches. In August, GEMWG sought to procure an innovative netting solution to the issue and as of end of 2016, this is currently in train.

As an interim solution, GEMWG decided to close the playground during scheduled sports activity on the Fields. Temporary fencing has been erected around the playground which is locked during match times. A public notice informing the local community of these closures is posted on the information point located at the playground.

It is anticipated that a more permanent solution will be progressed in the near future.

## The Fields

The pitches were developed as part of the first phase of the Site Infrastructure and Public Realm project undertaken by Roadbridge over 2014-2015.

While the all-weather pitch, tennis courts and other playing surfaces were opened for use in September 2015, the Fields needed extra time to develop, for the grass to bed in properly. These 2 grass pitches comprise a rugby/soccer pitch and a full sized GAA pitch.

On 12th September, the first games were held on the rugby pitch as DIT team trials took place. As with the rest of the sports facilities at Grangegorman, the Fields are managed by DIT Sports and all bookings can be arranged by emailing [fieldsportbookings@dit.ie](mailto:fieldsportbookings@dit.ie).

In keeping with the Masterplan vision of an urban quarter for all, the sports teams who played on the former Grangegorman pitches will return to play on the new pitches.

Towards the end of 2016 it became clear that there was a drainage issue on the GAA pitch which was preventing games being played after heavy rainfall. GEMWG and the agency worked with the contractor to rectify the issue.





Image: Donal Murphy

# Health

## Primary Care Centre

The HSE Primary Care Centre is the first construction project at Grangegorman to consolidate a new building with one of the protected structures. The former Laundry building is also the only historic building on site to be retained by the HSE.

The second healthcare project to be developed as part of the Masterplan, the Primary Care Centre will provide a range of community healthcare facilities for the north inner city area. These facilities will include GP and public nursing facilities, children's mental healthcare, physiotherapy and occupational therapy spaces as well as highly specialist units for Audiology and Ophthalmology.

Remedial conservation works were undertaken on the protected structure in 2014 by Bourke Builders before L and M Keating Ltd was appointed in 2015 to carry out the construction of the Primary Care Centre. The 3,700sq m development comprises a new three storey structure and the former Laundry building connected by a main entrance/reception area. Construction commenced in 2015 with the main frame of the new build in place by the beginning of 2016.

Construction continued over 2016 with the new build brickwork and internal works taking place. Extensive conservation works were carried out on the historic Laundry building including the restoration of many of the original windows and flooring. The building has been fitted out with a series of pods throughout some of the large spaces for use as consulting/therapy rooms and meeting spaces within the new Primary Care Centre.

The majority of the landscaping works were also developed over 2016 including the planting of many new trees. It is expected that the Primary Care Centre will be completed in early 2017 ready for HSE fit-out before the facilities can be opened for public use.

As part of the overall public art programme for Grangegorman, the Public Art Working Group agreed to offer an Open Call for artists to lend artworks specifically to the new Primary Care Centre under Pathway 6 of '...the lives we live' programme. The chosen works will be displayed in the new facility.

## Residential Care Centre

Formerly known as Community Nursing Units, the Grangegorman Residential Care Centre (RCC) was announced as part of the Capital Plan in early 2016. The RCC will provide for up to 120 beds for the Dublin North East area.

A Feasibility Study on the RCC was carried out prior to 2016 and in November 2016, the Agency went out to tender for a range of Consultancy Services for this project, including the Architectural Design Team and Civil and Structural Engineers.

The deadline for submissions was 20th December with procurement evaluations to take place in the first part of 2017.

The Agency aims to develop this project in a series of stages as part of the next phase of site works with a target completion date for 2021.







Image: Kate Bowe-O'Brien



# IV

## Education

### Central and East Quads

First announced as part of a Government Stimulus Package in 2012, a lot of work has been done since then to develop the Central and East Quads at Grangegorman. Once completed, these Quads will be home to 10,000 DIT Students.

The Central Quad will provide for 10 DIT schools in the fields of Science, Health, Food, Tourism and some Engineering while the East Quad will form part of the cultural hub of the site with the Conservatory of Music, Creative Arts, Media and Language schools to be located there.

After an extensive procurement process through Public Private Partnership (PPP), a Preferred Tenderer was selected in 2015. However, due to a legal challenge over this selection, the case was brought before the High Court. This has unfortunately pushed out the target delivery dates for the construction of the Quads.

While awaiting the outcome of the court proceedings, the Agency sought and was granted planning permission from DCC in July 2015. In October, the High Court announced the decision to dismiss the case.

Working closely with the National Development Finance Agency (NDFA), which is responsible for the delivery of State PPP projects, the Agency began to reengage with the Preferred Tenderer at the end of 2016. Work is continuing to progress on this key project in order to commence construction as soon as possible.

### The Greenway Hub

The Greenway Hub, the first new DIT building to be constructed at Grangegorman, opened its doors to the first post-graduate students and business start-ups in 2016.

The building is a specialist research hub for DIT providing dedicated research laboratories for the Environmental Sustainability and Health Institute (ESHI) and incubator spaces for DIT Hothouse and New Frontiers programme.

These services are part of Ireland's top performing Knowledge Transfer Office and will be a significant driver for regeneration in the Grangegorman area.

The Greenway Hub was funded through the Programme for Research in Third Level Institutions (PRTLII) and Enterprise Ireland and aims to be a hub for innovation and to support the establishment and growth of technology or knowledge intensive ventures in Ireland and abroad.

Construction was completed by BAM Building in late 2015 using Building Information Modelling (BIM) to the designs of RKD Architects and BDP Architects.



# IV

## Education

### Academic Hub

Under the Masterplan for the Grangegorman site, the Academic Hub will incorporate the protected structure known as the North House into the building to become the centralised library for the campus.

Historically, the North House was the male house of St Brendan's Hospital before becoming disused and falling into disrepair. It was one of the 6 protected buildings adapted for re-use in 2014 for the first DIT students to arrive at Grangegorman. It is currently used as the workshops, studio and exhibition spaces for the DIT School of Creative Arts.

The Agency began the procurement process for the Design Team for the Academic Hub in 2015. In May, internationally acclaimed Irish architects O'Donnell + Tuomey were announced as the successful bidders on this contract.

The building will become a feature building within the Grangegorman urban quarter and will form the core of the academic amenities for DIT. The current programme of works aims to have construction completed on the Academic Hub by 2021.

### Student Accommodation - Phase I

The Grangegorman Planning Scheme 2012 allows for a maximum of 2,100 bed spaces to be provided on the site in the form of Student Accommodation. Over the past two years, the Agency has been looking at ways to progress this in stages with Phase 1 Student Accommodation to be developed on the west side of the site around the Fields.

Phase 1 Student Accommodation will provide for up to 1,500 bed spaces on site with a variety of student-centred and commercial uses on the ground floor. In 2016, the Agency announced a new procurement strategy was being devised for the construction of all Student Accommodation on campus.

This new process will supersede the previous process under way for Phase 1. This will affect the project timeline and it is now anticipated that Phase 1 will be completed by 2020/21.

The Grangegorman DIT Student Accommodation is being delivered in partnership with DIT, and the private sector with the Agency, the NDFA and the Department of Education and Skills facilitating the procurement process.

## D7 Educate Together Primary School

The Masterplan for Grangegorman identifies the new primary school development as located adjacent to the HSE Primary Care Centre off Grangegorman Upper.

At present, the Dublin 7 Educate Together School is located in temporary premises in the most southern part of Grangegorman east, off Fitzwilliam Place. In 2015, award winning architects Grafton Architects were appointed as the Design Team for the new school.

Around that time the Department of Education and Skills identified a need in the Grangegorman area for more primary school places. Under the Planning Scheme 2012, the primary school on site can have a maximum of 16 classrooms with ancillary special education rooms.

The Department of Education and Skills requested that the Agency increase the size of the school on site from 16 to 24 classrooms. To make a change like this requires an amendment to the Planning Scheme.

The Planning Scheme is a statutory document and is under the custodianship of DCC. In October the proposal to amend the Planning Scheme to allow for 24 classrooms was presented to the Central Area Committee. It was then submitted to An Bord Pleanála to make a final decision.

It is hoped that the new Primary School will meet a target completion date of September 2020, but definite timeframes are unknown until the An Bord Pleanála decision is made.

There are ongoing discussions around proposals for the public realm outside the site at the school area which are similarly awaiting the decision on the proposed Planning Scheme amendment before they can be taken any further.





Image: Marie-Louise Halpenny



# V

# Community

## Labour and Learning Forum

The Grangegorman Labour and Learning Forum (GLLF) is made up of a range of statutory, community and voluntary organisations and Grangegorman stakeholders who work within the Grangegorman area.

It was first formed in 2010 and is currently chaired by former Secretary General of the Department of Education and Skills, Bridget Mc Manus.

The primary aim of the Forum is to ensure that the local communities benefit from the various opportunities arising from the Grangegorman Project. This has three main strands which are: Employment, Education and Training, and Business and Enterprise.

To date, the GLLF has successfully devised and implemented the Grangegorman Local Employment Charter (2012) which aims to ensure that a minimum of 20% of new jobs on site are first offered to residents of the Grangegorman neighbourhood (Dublin 1 and Dublin 7) and then to the surrounding areas. The GLLF also encourages onsite contractors to use local sub-contractors and suppliers where possible.

Over 2016, the HSE Primary Care Centre was the only construction project on the Grangegorman site and at its peak had 58 workers employed, 10 of whom were from the local area.

The Business and Enterprise strand of the GLLF was developed in 2016 with a Business and Enterprise Sub-Group now established. The group is looking at ways to raise awareness of the potential from the Grangegorman Project for local businesses and ways that the GLLF might support local Small and Medium Enterprises (SMEs) and micro-businesses.

As a result of this, on 12th October, the first Grangegorman Business Breakfast took place on campus and all local businesses were invited to attend. The Lord Mayor of Dublin, Brendan Carr was also in attendance.

Following the success of this event, the GLLF expects to hold similar events going forward.





Image: Agency

# V Community

## ABC Programme

Throughout 2016 the GLLF continued to work closely with Grangegorman ABC to ensure that children aged 0-6 years living in the area get the best start in life.

The programme is run by a consortium of 29 statutory, voluntary and community organisations with a presence in the area and is chaired by Dr Paul Downes.

The consortium works together in a range of home, school and early years' settings to improve outcomes for children and their families, and to help them to reach their full potential.

An exciting series of activities rolled out over 2016 including:

*The Incredible Years Parenting Programme*

*The Incredible Years Baby and Parent Groups*

*Classroom Dinosaur puppet-based programme (strengthens children's social, emotional and academic competencies)*

*Classroom Management for teachers in local primary schools*

*Doodle Den Literacy Programme (literacy skills through games and fun activities in after-school settings)*

*"Stepping Up" initiative supporting children who are making the transition from early years services to primary schools in the area*

*QQI Levels 6 and 7 Childcare certification courses to upskill and support staff working in crèches in the area*

On 22nd April, a showcase on the Grangegorman ABC project took place in St Laurence's Church. The aim was to share information and contacts within the Community and Statutory Agencies working in the area.

It was also an opportunity to celebrate the work carried out by the ABC consortium.

The GLLF will continue to work with the Grangegorman ABC Programme to provide opportunities for local children and their families.

The programme is also currently exploring options for the future sustainability of a similar programme for the area once current ABC funding comes to an end at the end of 2018.



# V Community

## Consultative Group

The Consultative Group is a statutory group established under the Agency Act 2005. It comprises a wide range of membership across the Grangegorman stakeholders and has a term of 3 years, as does the Agency Board.

The current Consultative Group was formed at the end of 2015 after ratification by the Board and the completion of the election process for Community Representatives.

The group usually meets once a quarter to get an update on the Grangegorman Project and to discuss any stakeholder concerns that may arise.

Over 2016, matters discussed at the Consultative Group were: the GLLF; Community Representatives; Grangegorman Estate Management; Traffic Management in the local area; the new school, the Grangegorman Public Art programme; and the playground.

Due to personal illness, one of the Community Reps elected in 2015 had to resign.

Lorna Maguire, who previously was unable to accept the position, was then ratified as the representative in place of Tommie Hodnett.

## Community Liaison Committee

The Community Liaison Committee (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 bring any concerns on the impact of the Grangegorman Project and environs for discussion and meets on a monthly basis.

Since its formation, the group has highlighted key community issues which are then brought to the Agency and Agency Board.

One of these, concerns around the impact of high numbers of students and student accommodation in the area, led to the commissioning of a full report on Student Integration in the Grangegorman Area which was published in February 2016.

The main issues raised and discussed over 2016 included:

*Student Accommodation in the area*

*Site Security*

*Traffic Calming Measures on Grangegorman Lower*

*Public Art*

*Student Union Rep on the group*



## DIT Graduate Exhibition

The third annual graduate exhibition for the School of Creative Arts took place all over campus at the beginning of June 2016.

The 2016 exhibition, entitled Uncover, was another exciting and diverse look through fine art, photography, visual merchandising and design. The week long exhibition was free and open to the public.

## Lord Mayor Visit

On 5th August, the Lord Mayor of Dublin Brendan Carr visited the Grangegorman campus for the first time. He was given an overview of the Grangegorman Project and a brief tour of the research facilities in the Greenway Hub.

## Dublin Decoded Tour

One of Dublin's new walking history tours, Dublin Decoded, included Grangegorman on a comprehensive tour of the north inner city on 30th August. Agency Senior Planner Terry Prendergast explained the finer points of the Grangegorman development to the group.

The booked-out tour was of great interest to history groups and it is likely that Grangegorman will be included on further walking tours in the future.

## Mayor of Atlanta Visit

Mayor of Atlanta, Kasim Reed, accompanied by the Lord Mayor of Dublin, DCC Assistant Chief Executive Jim Keogan, and former TD, Joe Costello, paid a visit to the Grangegorman campus on 1st September.

Mayor Reed was met by Agency CEO Ger Casey, DIT President Prof Brian Norton and Head of DIT Campus Planning Paul Horan.

While undertaking a tour of the public realm, Mayor Reed showed great interest in regeneration of the area and sustainability strategy of the Grangegorman Project.

## Open House Tours

Once again the Grangegorman site formed part of the popular Open House Dublin festival. Focussing on the theme 'Presence of the Past', Agency team members offered a number of 40 minute tours of the historic North House on 15th October.



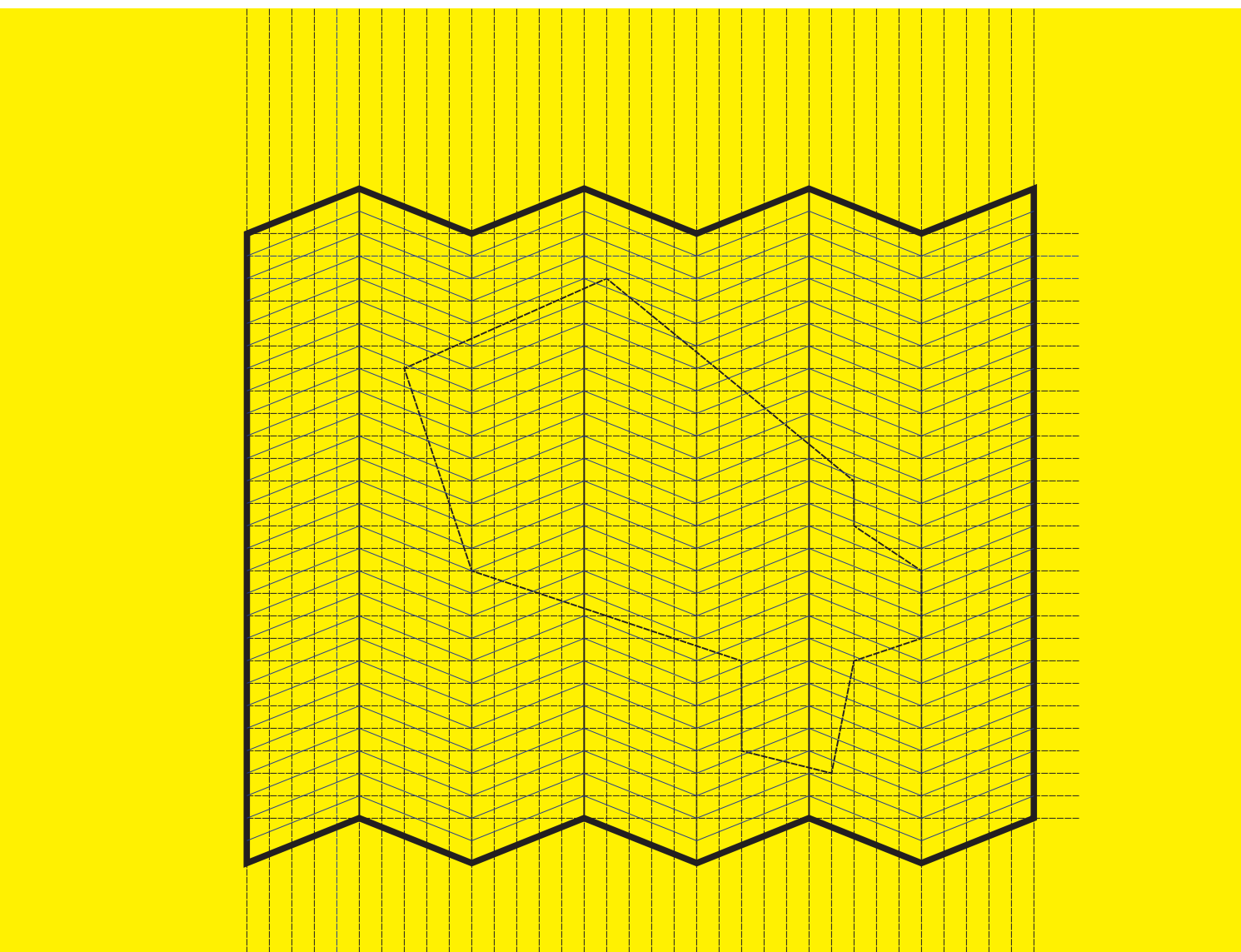


Image: Agency

# VI

## Sitewide Projects

### Broadstone Gate

The Broadstone Gate, a vital access to the Grangegorman site under the Masterplan, is being developed as part of the Luas Cross City works. The Broadstone site, which borders Grangegorman on its east side, was subject to a Part VIII planning process in 2014 in order to facilitate the site development and gate access.

In May, the boundary wall dividing Broadstone and Grangegorman was removed, creating a historic pathway joining the two sites for the first time.

The Luas Cross City works are continuing to progress at Broadstone with a target completion date for the end of 2017. The Broadstone Gate entrance will open at a later date.

### Clock Tower Additional Works

The Clock Tower building was refurbished and brought back into use as the Agency and DIT Campus Planning Offices in 2014. As one of the protected structures, any further works require a new planning permission and contract.

In 2016, Francis Haughey Construction was awarded the contract for additional works to the building. These works included the installation of a universal access to the rear and lightning protection to the whole building and were completed in autumn 2016.

### Temporary Surface Car Park NCR

In October, the Agency submitted a planning application for the construction of a temporary surface car park onsite.

The car park will be located off the North Circular Road between the Phoenix Care Centre and the new Primary Care Centre.

This project will consolidate the existing parking currently permitted on the campus and spaces will be used by DIT, the HSE and users of the Primary Care Centre once constructed.

Planning permission has been received and the Agency is currently out to tender for the construction build and the management services for the facility.

### Boundary Wall

In July, as part of the Luas Cross City works, Sisk made the historical break in the boundary wall between the Broadstone station site and Grangegorman. Ultimately this break will lead to the new main gate to Grangegorman from Constitution Hill and will incorporate one of the new Luas stops to service the new quarter.

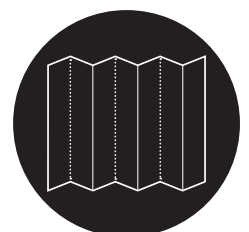




Image: Aisling McCoy

# VII

## Public Art

### Public Art Working Group

The Public Art Working Group was set up at the end of 2013 to implement the recommendations set out in the Grangegorman Arts Strategy. The group consists of a range of experts from the world of art, architecture, and public services. The members of the group are:

*Ciarán Benson, Chair*

*Jenny Haughton, Public Art Coordinator*

*Anita Groener, Artist*

*Kieran Corcoran, DIT School of Creative Arts*

*Christina Kennedy, Senior Curator at IMMA*

*Jacque Moore, Office of Public Works*

*John Mitchell, Director, DMOD Architects*

*Eleanor Masterson, Health Service Executive*

*Robert Ballagh, Community Representative*

*Ronan Doyle, Agency Communications*

### ‘...the lives we live’<sup>1</sup>, The Grangegorman Public Art Programme

The Grangegorman Public Art Programme, ‘...the lives we live’<sup>1</sup> was launched in September 2015 as part of Culture Night. Since its launch a large number of projects have been rolled out under the various pathways. The six pathways devised to roll out the public art programme are:

*Pathway 1: Major Visual Art Commission/s*

*Pathway 2: Community Based Projects/Events*

*Pathway 3: The Cultural Mapping Project*

*Pathway 4: The ‘Creative Agents’ Initiative*

*Pathway 5: International Public Art Conference*

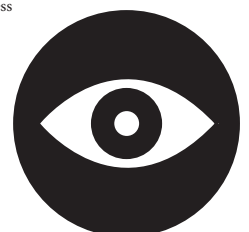
*Pathway 6: Lending and Acquisitions Policies*

In 2016 a major process took place to choose an appropriate major commission for the Grangegorman Quarter.

There was huge interest in the process with nearly 50 artists from Ireland and overseas applying. Following a series of site visits, interviews and workshops, a panel of experts narrowed down the field and finally chose one successful artist for the commission.

The Agency will be announcing the successful artist in 2017.

<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







# VII

## Public Art

### Pathway 2

Pathway 2; Community based projects/events, was a busy one during 2016 with two rounds of applications being run. Out of these two calls, 6 projects were given funding.

There were a wide range of themes covered, from the changing environment for primary school children, the memories of older residents of the area, to creating homes and community festivals.

### Pathway 4

As part of Pathway 4, the Creative Agents Initiative, Harvard Professor Doris Sommer, visited Grangegorman in June 2016 to give a seminar on this subject, which she developed. The seminar was attended by art practitioners and educators from around Ireland and was a great success. It is hoped that the Creative Agents Initiative will be further advanced in DIT in 2017.

With the Primary Care Centre approaching completion, an art lending process was begun for this wonderful new facility under Pathway 6. An open call was made to artists in October and a range of art pieces will be in place for the opening of the Primary Care Centre in 2017.

### Pathway 6

Also, as part of Pathway 6 the first piece of public art was located in the public realm of the Grangegorman quarter.

Alice Maher's piece 'The Axe (and the waving girl)' was installed in the Cultural Garden outside the new Greenway Hub in May. The piece is on loan to Grangegorman from the Irish Museum of Modern Art (IMMA).

Current Projects Underway under Pathway 2;

*Home on the Grange* – Emmet Scanlon and Aisling McCoy

*Confinement: a rear view* – Trish McAdam, Paul Caviston, Mark Sherwin, Orla Barry

*Breaking Down Walls* – Smashing Times Theatre Company, Aspire, St. Paul's CBS, HACE

*City of Dublin Winter Solstice Festival* – Smashing Times Theatre Company and Slí an Chroi

*I'll be in your camp: Will you be in mine?* – Jennie Guy and St. Paul's CBS, Secondary School

*One Hour Archive* – Louis Haugh and An Siol

*The Masterplan* – Jennie Guy, John Beattie, Ella de Búrca, Dublin 7 Educate Together NS

*International Artist Residency* – Create







Image: Eriugena



# VIII

## Looking Ahead

### Central and East Quads

It is expected that the Central and East Quads construction will begin in autumn 2018.

Work is currently ongoing to achieve technical and financial close to allow the contractor to proceed.

### Broadstone Gate

With the Luas works proceeding at a fast pace, it is expected that the Broadstone Gate will partially open in late 2017.

The Luas Cross City line will be up and running at this time but some work will remain to create the plaza leading to Grangegorman.

### Programme Three Progress

With the PPPs due to commence construction and bringing half of DIT to Grangegorman once completed, it is necessary for the main Energy Centre to be developed and in use as soon as possible. The Agency is planning to progress this project over 2017.

The procurement of the first phase of student accommodation with around 1,500 bed spaces will begin in 2017. In addition to this, the design of the Academic Hub by O' Donnell + Tuomey will continue into 2017.

The remaining projects within Programme III are the indoor sports facilities and the West Quad. The Agency also aims to advance these elements of the Grangegorman Project over the next few years.





Image: Agency

# IX

## Governance

### Agency Governance

The Agency operates under a Corporate Governance framework that reflects best practice and is aligned with the Strategic Plan and operational needs of our stakeholders and the GDA Act 2005.

The Agency members (Board) are responsible for Corporate Governance and adhering to the standards as set out in the Code of Practice for the Governance of State Bodies.

The Governance framework is underpinned by The Grangegorman Development Agency Act 2005, robust Corporate Governance policies, an active Board and internal and external audit functions.

The Agency Board meets 11 times annually, with the Agency sub-committees meeting quarterly (Remuneration committee as required).

Agency Member appointments are made in accordance with the Public Appointments Service process.

### New Board Members

The Agency 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 Plan and also includes a programme of main Board and sub-committee meetings.

### New Code of Practice for the Governance of State Bodies

In August 2016, the Minister for Public Expenditure and Reform published an updated Code of Practice for the Governance of State Bodies.

The revised code incorporates current international best practices that have evolved since the 2009 Governance code.

The new code is effective from 1st September 2016 with a target date of 1st September 2017 for full implementation.

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

The Agency will report in accordance with the new code in the Financial Statements for the year ended 2017.



# IX

## Governance

### Matters reserved for the Board

Approval of the long term objectives and strategies of the Agency.

Establishment, terms of reference, membership, procedures and dissolution of Board committees.

Approval of the annual report and accounts of the Agency.

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) Agency Act 2005).

Implementation of adopted strategy through annual planning and budgeting cycle.

Approval of the annual plan and budget, and formal evaluation of performance by reference to the plan and budget on an annual basis for inclusion in the annual report where appropriate.

Borrowing by the Agency (Section 15 Agency Act 2005).

Determination of contract award procedures for Agency Service, Supply and Works Contracts, in line with procurement procedures.

Review of the Agency'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 Chief Executive Officer.

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 Education and Skills (Section 8(2) Agency 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 Education 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 Finance 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) Agency Act).

Vesting of lands and premises to be occupied by the Health Service Executive, the Dublin Institute of Technology 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) Agency Act).

Review of its own operation and seek to identify ways of improving its effectiveness and identify if there are gaps in competencies and ways these could be addressed.  
In addition to regular meetings of the Agency members, the CEO holds regular formal meetings with the stakeholders including the Department of Education and Skills, DIT and the HSE.

## Freedom of Information

The Agency came under the Freedom of Information Act in 2015. As of the end of 2016, the Agency has processed 9 requests under this Act.

## Oireachtas Queries

As per the Code of Practice for the Governance of State Bodies 2016, the Grangegorman Development 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.

## 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 2016 – 31 December 2016.





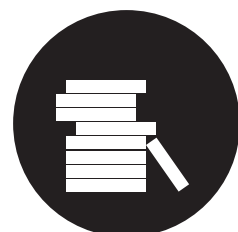


# X

# Financial Statements

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## GRANGEGORMAN DEVELOPMENT AGENCY

### BOARD MEMBERS AND OTHER INFORMATION

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#### BOARD MEMBERS:

Mr Oliver Cussen	Chairperson	
Mr Ger Casey	Chief Executive Officer	(Appointed 13 <sup>th</sup> July 2016)
Mr Michael Hand	Chief Executive Officer	(Resigned 17 <sup>th</sup> June 2016)
Cllr Janice Boylan		
Mr Jim Curran		
Ms Elva Duffy BL		
Mr Alec Darragh		
Ms Denise Dunphy		
Dr Berna Grist BL		
Ms Penelope Kenny FCA		
Mr Damien Kilgannon		
Prof J Owen Lewis		
Dr Noel O'Connor		
Mr John O'Hara		
Mr Gerry O'Neill		
Ms Deirdre Prince		

**REGISTERED OFFICE:** The Clock Tower  
Grangegorman Lower  
Dublin 7  
D07 XT95

**AUDITORS:** Comptroller and Auditor General  
3A Mayor Street Upper  
Dublin 1

<b>BANKERS:</b>	Bank of Ireland College Green Dublin 2	AIB plc 1 Lower Baggot Street Dublin 2
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**SOLICITORS:** Mason Hayes & Curran  
South Bank House  
Barrow Street  
Dublin 4

## GRANGEGORMAN DEVELOPMENT AGENCY

### STATEMENT OF BOARD MEMBERS' RESPONSIBILITIES

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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 Chief Executive 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.

#### STATEMENT OF BOARD MEMBERS' RESPONSIBILITIES

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 confirm it has complied with the above requirements in preparing the financial statements. The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Agency and which enable it to ensure that the financial statements are in accordance with Section 33 of the Grangegorman Development Agency Act, 2005. 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.

#### ON BEHALF OF THE BOARD:

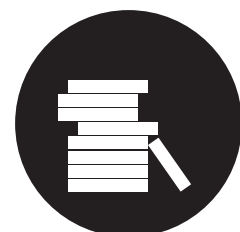
  
Mr Oliver Cussen

Chairperson

**Date:** 20 December 2017

  
Mr Ger Casey  
Board Member

**Date:** 20 December 2017



## GRANGEGORMAN DEVELOPMENT AGENCY

### STATEMENT ON INTERNAL FINANCIAL CONTROL

---

The Board acknowledges its responsibility for the 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 Agency during the year are detailed below:

#### 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 conduct regular reviews of the system of internal financial controls. In respect of the year ended 31 December 2016, the Agency undertook two internal audits on compliance with the revised code of practice for the governance of state bodies and internal financial control. A number of recommendations arising from the audit have been implemented by the Agency.
- 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 is 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.

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 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.

I confirm that in respect of the year ended 31 December 2016, the Board conducted a review of the effectiveness of the system of internal financial control.

**ON BEHALF OF THE BOARD:**

  
Mr Oliver Cussen

Chairperson

**Date:** 20 December 2017

  
Mr Ger Casey

Board Member

**Date:** 20 December 2017





*Comptroller and Auditor General*

*Report for presentation to the Houses of the Oireachtas*

### Grangegorman Development Agency

I have audited the financial statements of the Grangegorman Development Agency for the year ended 31 December 2016 under the Grangegorman Development Agency Act 2005. The financial statements comprise the statement of income and expenditure and retained revenue reserves, the statement of comprehensive income, the statement of financial position, the statement of cash flows and the related notes. The financial statements have been prepared in the form prescribed under Section 33 of the Act, and in accordance with generally accepted accounting practice.

### Responsibilities of the members of the Agency

The Agency is responsible for the preparation of the financial statements, for ensuring that they give a true and fair view and for ensuring the regularity of transactions.

### Responsibilities of the Comptroller and Auditor General

My responsibility is to audit the financial statements and to report on them in accordance with applicable law.

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation.

My audit is carried out in accordance with the International Standards on Auditing (UK and Ireland) and in compliance with the Auditing Practices Board's Ethical Standards for Auditors.

### Scope of audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements, sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of

- whether the accounting policies are appropriate to the Agency's circumstances, and have been consistently applied and adequately disclosed
- the reasonableness of significant accounting estimates made in the preparation of the financial statements, and
- the overall presentation of the financial statements.

I also seek to obtain evidence about the regularity of financial transactions in the course of audit.

### Opinion on the financial statements

In my opinion, the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Agency as at 31 December 2016 and of its income and expenditure for 2016; and
- have been properly prepared in accordance with generally accepted accounting practice.

In my opinion, the accounting records of the Agency were sufficient to permit the financial statements to be readily and properly audited. The financial statements are in agreement with the accounting records.

### Matters on which I report by exception

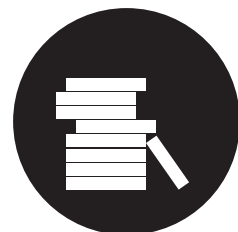
I report by exception if I have not received all the information and explanations I required for my audit, or if I find

- any material instance where money has not been applied for the purposes intended or where the transactions did not conform to the authorities governing them, or
- the statement on internal financial control does not reflect the Agency's compliance with the Code of Practice for the Governance of State Bodies, or
- there are other material matters relating to the manner in which public business has been conducted.

I have nothing to report in regard to those matters upon which reporting is by exception.

Patricia Sheehan  
**For and on behalf of the  
Comptroller and Auditor General**

22 December 2017




**GRANGEGORMAN DEVELOPMENT AGENCY**

**STATEMENT OF INCOME AND EXPENDITURE AND RETAINED REVENUE RESERVES**

	Notes	Year ended 31 December 2016 €	Year ended 31 December 2015 €
<b>INCOME</b>			
Income	2	12,612,116	11,582,404
Net deferred funding for retirement benefits	8(c)	187,495	119,625
Other income	3	<u>3,374,621</u>	<u>662,549</u>
		16,174,232	12,364,578
Transfer of land from the Agency	20	0	(2,461,260)
Transfer to capital account	4	<u>(1,043,151)</u>	<u>(1,490,009)</u>
		<u>15,131,081</u>	<u>8,413,309</u>
<b>EXPENDITURE</b>			
<b>CONTRACT AND PROJECT COSTS</b>			
Contract costs	5	7,076,662	2,694,824
Project costs	6	<u>4,159,413</u>	<u>3,071,428</u>
		<u>11,236,075</u>	<u>5,766,252</u>
<b>GROSS CONTRIBUTION</b>		<u>3,895,006</u>	<u>2,647,057</u>
<b>GENERAL OVERHEADS</b>			
Staff costs	7	1,226,897	1,179,086
Retirement costs	8(d)	162,965	105,199
Board members' remuneration and expenses	11	50,967	19,126
Establishment costs	9	406,643	256,077
Professional services		52,260	87,724
General operating expenses	10	93,310	98,242
Advertising		58,750	41,265
Depreciation	12	1,515,857	704,447
Audit fees		<u>18,500</u>	<u>15,000</u>
		<u>3,586,149</u>	<u>2,506,166</u>
<b>SURPLUS FOR THE YEAR</b>		308,857	140,891
Balance brought forward at 1 January		<u>91,556</u>	<u>(49,335)</u>
<b>BALANCE CARRIED FORWARD AS AT 31 DECEMBER</b>		<u>400,413</u>	<u>91,556</u>

The Statement of Cash Flows and notes 1 to 24 form part of these Financial Statements. All income and expenditure for the year ended 31 December 2016 relate to continuing activities.

**ON BEHALF OF THE BOARD:**

  
Mr Oliver Cussen

Chairperson

  
Mr Ger Casey

Board Member

**Date:** 20 December 2017

**Date:** 20 December 2017

## GRANGEGORMAN DEVELOPMENT AGENCY

### STATEMENT OF COMPREHENSIVE INCOME

---

	Notes	Year Ended 31 December 2016 €	Year Ended 31 December 2015 €
Surplus for the year		<u>308,857</u>	<u>140,891</u>
Actuarial gain / (loss)	8	73,000	(233,000)
Adjustment to retirement benefit funding		<u>(73,000)</u>	<u>233,000</u>
Total comprehensive income for the year		<u>308,857</u>	<u>140,891</u>

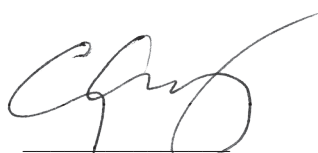
The Statement of Cash Flows and notes 1 to 24 form part of these Financial Statements.

#### ON BEHALF OF THE BOARD:

  
Mr Oliver Cussen

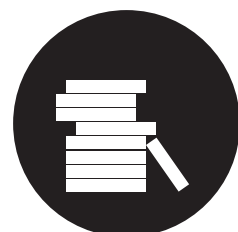
Chairperson

**Date:** 20 December 2017

  
Mr Ger Casey

Board Member

**Date:** 20 December 2017





**GRANGEGORMAN DEVELOPMENT AGENCY**

**STATEMENT OF FINANCIAL POSITION**

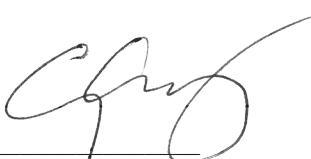
	Notes	31 December 2016 €	31 December 2015 €
<b>FIXED ASSETS</b>			
Property, plant and equipment	12	<u>116,782,740</u>	<u>115,634,001</u>
<b>CURRENT ASSETS</b>			
Work in progress	13	616,951	759,943
Receivables and prepayments	14	684,161	923,590
Cash at bank and in hand		<u>17,443,913</u>	<u>14,835,531</u>
		18,745,025	16,519,064
<b>CURRENT LIABILITIES</b>			
Amounts falling due within one year	15	<u>(5,296,795)</u>	<u>(6,792,833)</u>
<b>NET CURRENT ASSETS</b>		<u>13,448,230</u>	<u>9,726,231</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>130,230,970</u>	<u>125,360,232</u>
<b>LONG TERM LIABILITIES</b>			
Amounts falling due after more than one year	16	(33,889,138)	(30,370,408)
Retirement benefit liabilities	8(b)	(1,017,120)	(902,625)
Deferred retirement benefit funding	8(b)	<u>1,017,120</u>	<u>902,625</u>
<b>TOTAL ASSETS LESS LIABILITIES</b>		<u>96,341,832</u>	<u>94,989,824</u>
<b>REPRESENTING</b>			
Retained revenue reserves	17	400,413	91,556
Capital account	4	<u>95,941,419</u>	<u>94,898,268</u>
		<u>96,341,832</u>	<u>94,989,824</u>

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

**ON BEHALF OF THE BOARD:**

  
Mr Oliver Cussen

Chairperson

  
Mr Ger Casey  
Board Member

**Date:** 20 December 2017

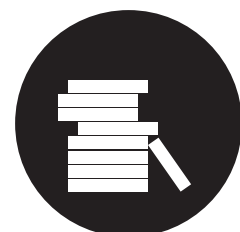
**Date:** 20 December 2017

# GRANGEGORMAN DEVELOPMENT AGENCY

## STATEMENT OF CASH FLOWS

	Notes	Year ended 31 December 2016 €	Year ended 31 December 2015 €
<b>Cash flows from operating activities</b>			
Operating surplus for the year		308,857	140,891
Depreciation	12	1,515,857	704,447
Transfer of land asset from the Agency	20	0	2,461,260
Interest receivable	3	(10,931)	(53,275)
Decrease / (increase) in work in progress	13	142,992	(411,130)
Decrease / (increase) in receivables	14	239,429	(122,329)
Decrease in payables	15	(1,496,038)	(1,346,875)
Transfer to capital account	4	1,043,151	1,490,009
Advanced payments on construction activities		<u>3,518,730</u>	<u>9,873,802</u>
Net cash inflow from operating activities		<u>5,262,047</u>	<u>12,736,800</u>
<b>Cash flows from investing activities</b>			
Payments to acquire tangible fixed assets	12	(2,664,596)	(18,326,366)
Interest received	3	<u>10,931</u>	<u>53,275</u>
Net cash flow from investing activities		<u>(2,653,665)</u>	<u>(18,273,091)</u>
Increase / (decrease) in cash and cash equivalents		2,608,382	(5,536,291)
Cash and cash equivalents at 1 January		<u>14,835,531</u>	<u>20,371,822</u>
Cash and cash equivalents at 31 December		<u>17,443,913</u>	<u>14,835,531</u>

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



**1. STATEMENT OF ACCOUNTING POLICIES**

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

Funding is provided by the Department of Education and Skills, the Health Service Executive, (HSE) and Dublin Institute of Technology, (DIT), as follows:

- DIT – Funding is provided in relation to the construction of educational facilities. The funding is recognised as a long term creditor and the related assets as tangible fixed assets in the Agency's financial statements, (see note 12 and note 16).
- HSE – funds the costs associated with the development of healthcare facilities at the site, (see note 5).
- Department of Education and Skills provides capital and current funding for the development of the Grangegorman campus and the operational costs of the Agency.

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 2016 have been prepared in accordance with FRS 102, the financial reporting standard applicable in the UK 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 at note ix.

**ii) REVENUE RECOGNITION**

The Agency receives both current and capital grants from the Department of Education and Skills which are recognised as follows:

- Grants provided to fund current expenditure are accounted for on an accruals basis.
- Grants provided to fund capital development are accounted for on a cash receipts basis.

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 legal title to the underlying building is transferred to the stakeholder.

**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 when it is signed will be with the Department of Education and Skills 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 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 13).

***Assets in development and construction***

Costs related to assets in development and construction are capitalised where, in the opinion of the Board, 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.

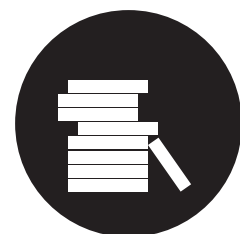
Costs capitalised to assets in development relate to costs incurred in bringing the asset to the stage where it is ready for construction to commence. Costs associated with completing this stage include planning application costs, enabling works and consultative studies. Construction costs relate to costs incurred in bringing the asset to completed construction, (Note 12).

**iv) WORK IN PROGRESS**

Work in progress represents the uninvoiced 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 13).

**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 Department of Education and Skills and from contributions deducted from staff and members' salaries. The Agency also operates a Single Public Services Pension Scheme, ("Single Scheme"), which is a defined benefit scheme for pensionable public servants appointed on or after 1 January 2013. All members' contributions are paid over to the Department of Education and Skills and Department of Public Expenditure and Reform. Retirement benefit costs reflect retirement benefits earned by employees in the period. 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 Department of Education and Skills.

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 Department of Education and Skills.

**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 within 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

**vii) CAPITAL ACCOUNT**

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

**viii) ADVANCE PAYMENTS ON CONSTRUCTION ACTIVITIES**

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

Where the funding is utilised to discharge costs incurred in the acquisition and 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:

- (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.

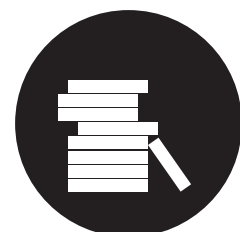
**2. INCOME**

The Department of Education and Skills (Vote 26) and the Health Service Executive (HSE) (Vote 39) made the following funds available to the Agency during the year:

	2016 €	2015 €
Department of Education and Skills – Current (Subhead C. 14)	3,029,744	2,888,773
Department of Education and Skills – Capital (Subhead D. 4)	2,532,745	6,027,608
Retirement benefit contributions remitted to DOES / DPER	(27,035)	(28,801)
HSE – Contract costs (Subheads D.1 and D.3)	<u>7,076,662</u>	<u>2,694,824</u>
	<u>12,612,116</u>	<u>11,582,404</u>

**3. OTHER INCOME**

	2016 €	2015 €
Dublin Institute of Technology	3,267,241	457,542
Dublin Bus	0	85,020
Recoupment of other costs	96,449	66,712
Bank interest	<u>10,931</u>	<u>53,275</u>
	<u>3,374,621</u>	<u>662,549</u>



# GRANGEGORMAN DEVELOPMENT AGENCY

## NOTES TO THE FINANCIAL STATEMENTS

4. CAPITAL ACCOUNT	2016 €	2015 €
Balance at 1 January	<u>94,898,268</u>	<u>93,408,259</u>
<b>Transfer from the Statement of Income and Expenditure and Retained Revenue Reserves:</b>		
- Funds allocated to land and buildings	2,167,940	3,043,504
- Funds allocated to assets in development and construction	56,280	1,690,483
- Funds allocated to acquire fixed assets	0	65,793
- Funds allocated to disposal of fixed assets	<u>0</u>	<u>(2,605,324)</u>
	2,224,220	2,194,456
- Amortised in line with asset depreciation	<u>(1,181,069)</u>	<u>(704,447)</u>
	<u>1,043,151</u>	<u>1,490,009</u>
Balance at 31 December	<u>95,941,419</u>	<u>94,898,268</u>

The capital account balance represents the unamortised amount of income, received from the Department of Education and Skills, 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.

During the year, the Agency acquired fixed assets in the amount of €2,664,596, (note 12), of which €2,664,596 was receivable from the Department of Education and Skills. As at 31 December 2016 the Agency had received funding of €2,664,596.

5. CONTRACT COSTS	2016 €	2015 €
Contract costs	<u>7,076,662</u>	<u>2,694,824</u>

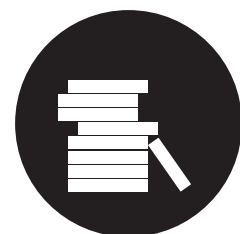
Up to 31 December 2016, the Agency had incurred contract costs which had been invoiced to the HSE totalling €32,856,860. Further expenditure of €616,951 has not been charged to the Statement of Income and Expenditure and Retained Revenue Reserves and is included in work in progress. All of these costs 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:

	Opening Balance €	2016 €	Closing Balance €
Legal and professional	2,991,562	400,188	3,391,750
Enabling and construction works	21,885,030	6,669,824	28,554,854
Fit out and landscaping	804,071	0	804,071
Refurbishment and relocation	58,333	0	58,333
Estate management & maintenance	29,708	6,650	36,358
Sundry	5,214	0	5,214
Project promotion and public relations	<u>6,280</u>	<u>0</u>	<u>6,280</u>
Total contract costs reimbursed by the HSE at 31 December 2016	<u>25,780,198</u>	<u>7,076,662</u>	<u>32,856,860</u>
<b>6. PROJECT COSTS</b>		<b>2016 €</b>	<b>2015 €</b>
Legal services		376,569	138,745
Design consultancy		1,948,377	607,639
Professional fees		453,719	513,907
Enabling and construction works		1,109,839	1,714,319
Consultation, communications and advertising costs		42,020	3,659
Estate management & maintenance		228,763	91,879
General project overheads		<u>126</u>	<u>1,280</u>
		<u>4,159,413</u>	<u>3,071,428</u>

Project costs of €4,159,413 (2015: €3,071,428) include €373,345 (2015: €1,161,870) incurred in connection with ongoing PPP project set up costs in respect of the development of educational facilities within the Grangegorman site.

The Agency are procuring two academic buildings for the Grangegorman campus by way of a PPP process. The Department of Education and Skills will enter into a Project Agreement which will provide the DIT Grangegorman campus with two buildings on a design, build, finance and maintain basis in return for Unitary Charge payments over a 25 year period. Planning permission was applied for and granted by Dublin City Council on 17 July 2015.

The Agency are working with the National Development Finance Agency (NDFA) in this regard. The set up costs of procuring the PPP project are funded by the Department of Education and Skills and are written off as project costs as incurred. The Agency's commitments relating to the set up costs for these PPP projects are included in note 19 capital commitments. PPP procurement costs include design and legal fees. The tendering process has concluded and 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 and the project is now proceeding to Financial Close. It is hoped that construction will start by quarter 1, 2018.





# GRANGEGORMAN DEVELOPMENT AGENCY

## NOTES TO THE FINANCIAL STATEMENTS

Up to 31 December 2016, the Agency had incurred total project costs of €27,822,501, which includes €6,712,502 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:

	€
Masterplan, Strategic Development and Strategic Development Zone (SDZ) planning scheme	8,425,215
Site infrastructure and public realm	417,583
Non capitalised costs associated with the development of education and healthcare facilities	<u>18,979,703</u>
	<u>27,822,501</u>

7. STAFF COSTS	2016	2015
	€	€
Wages and salaries	606,467	559,491
Seconded & agency staff	528,741	548,811
Employer's PRSI	61,903	55,861
Staff training and recruitment	<u>29,786</u>	<u>14,923</u>
	<u>1,226,897</u>	<u>1,179,086</u>

### Number of employees

An average of 10 (2015: 9) staff were directly employed by the Agency during the year.

An average of 8 (2015: 7) staff were employed by way of secondment or through third party service providers during the year.

€29,515 (2015: €35,176) was deducted from staff by way of pension levy and was paid over to the Department of Education and Skills.

Management and staff related entertainment expenses were €1,258 (2015: €400). Total foreign travel expenditure incurred in respect of the CEO and staff was €1,139, (2015: €2,638).

### Employee benefits breakdown\*

Range of total employee benefits	Number of employees	
From To	2016	2015
€40,000 - €49,999	1	0
€50,000 - €59,999	3	2
€60,000 - €69,999	4	5
€70,000 - €79,999	1	1
€90,000 - €99,999	1	1

\*Applies to staff directly employed by the Agency.

**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 and are charged to the Statement of Income and Expenditure and Retained Revenue Reserves, net of employee superannuation contributions, in the year in which they become payable.

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 31 December 2016.

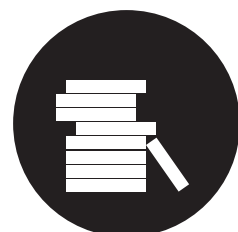
This valuation was carried out by a qualified independent actuary for the purposes of the accounting standard, FRS 102 – Retirement Benefits. The financial assumptions used to calculate scheme liabilities under FRS 102 are:

	2016	2015
Discount rate	1.85%	2.35%
Rate of increase in salaries	2.50%	2.50%
Rate of increase in retirement benefits	2.50%	2.50%
Inflation	1.75%	1.75%

**b) Statement of Financial Position Recognition**

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

	2016 €	2015 €
Present value of defined benefit obligations that are wholly unfunded	1,017,120	902,625
Present value of defined benefit obligations that are wholly or partly funded	0	0
Deferred retirement benefit funding	(1,017,120)	(902,625)
<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 in year**

	<b>2016</b>	<b>2015</b>
	€	€
Funding recoverable in respect of current year retirement benefit costs	190,000	134,000
Less: retirement benefit payments	<u>(2,505)</u>	<u>(14,375)</u>
	<u>187,495</u>	<u>119,625</u>

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

	<b>2016</b>	<b>2015</b>
	€	€
Current service cost	165,000	98,000
Interest cost	25,000	36,000
Employees contributions	<u>(27,035)</u>	<u>(28,801)</u>
Expenses recognised in the income and expenditure and retained revenue reserves account	<u>162,965</u>	<u>105,199</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 Department of Education and Skills, the Agency has no evidence that this funding policy will not continue to progressively meet this amount in accordance with current practice. The deferred funding liability for retirement benefits as at 31 December 2016 amounted to €1,017,120 (31 December 2015 - €902,625) (31 December 2014 - €550,000).

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**

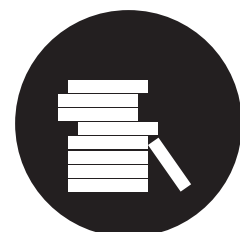
Changes in the present value of the defined benefit obligation are as follows:

	<b>2016</b>	<b>2015</b>
	€	€
Present value of defined benefit obligation at 1 January	902,625	550,000
Current service cost	165,000	98,000
Interest cost	25,000	36,000
Benefits paid in the year	(2,505)	(14,375)
Actuarial (gain) / loss	<u>(73,000)</u>	<u>233,000</u>
Present value of defined benefit obligation at 31 December	<u>1,017,120</u>	<u>902,625</u>

# GRANGEGORMAN DEVELOPMENT AGENCY

## NOTES TO THE FINANCIAL STATEMENTS

<b>9. ESTABLISHMENT COSTS</b>	<b>2016</b>	<b>2015</b>
	€	€
Repairs and maintenance	18,081	20,171
Cleaning	22,997	22,040
Rodent and pest control	1,230	13,776
Insurance	46,869	44,806
Rent	27,099	10,007
Rates	16,406	(7,730)
Light and heat	254,008	138,874
Waste management	842	700
Security	19,111	13,433
Loss on disposal of fixed asset	<u>0</u>	<u>0</u>
	<u>406,643</u>	<u>256,077</u>
<b>10. GENERAL OPERATING COSTS</b>	<b>2016</b>	<b>2015</b>
	€	€
Printing, postage and stationery	22,209	23,742
Telephone	5,170	5,510
Bank charges	405	108
Website and IT expenses	25,752	40,324
Office expenses	12,652	12,928
Meeting expenses	5,816	3,233
Newspapers, journals and reference material	418	1,269
Subscriptions	15,094	6,846
Travel and subsistence	<u>5,794</u>	<u>4,282</u>
	<u>93,310</u>	<u>98,242</u>
<b>11. BOARD MEMBER FEES AND CEO SALARY</b>	<b>2016</b>	<b>2015</b>
	€	€
Chairperson's remuneration	9,057	7,217
Board member fees	<u>41,910</u>	<u>11,909</u>
	<u>50,967</u>	<u>19,126</u>





GRANGEGORMAN DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

Chief Executive Officer			2016 €	2015 €
	Former CEO 1 Jan – 17 Jun 2016	Current CEO 13 Jul – 31 Dec 2016		
Basic Salary	<u>45,467</u>	<u>45,510</u>	<u>90,977</u>	<u>90,504</u>
Travel subsistence and professional subscriptions	<u>4,279</u>	<u>200</u>	<u>4,479</u>	<u>2,225</u>

Both CEO's were members of an unfunded defined benefit public sector scheme and their retirement benefits do not extend beyond the standard entitlements in the public sector defined benefit superannuation scheme.

In addition to the salary details outlined above, the former CEO provided services post employment with the Agency finalising projects on a consultancy basis. Total payments in respect of these services were €19,536.

Chairperson		2016 €	2015 €
Mr Oliver Cussen	appointed 11 <sup>th</sup> September 2015	9,057	2,728
Mr John Monahan	resigned 12 <sup>th</sup> May 2015	<u>0</u>	<u>4,489</u>
		<u>9,057</u>	<u>7,217</u>

Board members	2016 €	2015 €
Cllr Janice Boylan	5,985	1,819
Mr Jim Curran	0	0
Ms Elva Duffy BL	5,985	1,819
Mr Alec Darragh	6,000	995
Ms Denise Dunphy	0	0
Dr Berna Grist BL	5,985	1,819
Ms Penelope Kenny FCA	5,985	1,819
Mr Damien Kilgannon	0	0
Prof J Owen Lewis	5,985	1,819
Dr Noel O'Connor	0	0
Mr John O'Hara	0	0
Mr Gerry O'Neill	0	0
Ms Deirdre Prince	<u>5,985</u>	<u>1,819</u>
	<u>41,910</u>	<u>11,909</u>

Board members falling within the provisions of the Code of Practice for the Governance of State Bodies, ("one person one salary"), are not in receipt of a fee in connection with their work for the Agency.

**12. PROPERTY, PLANT AND EQUIPMENT**

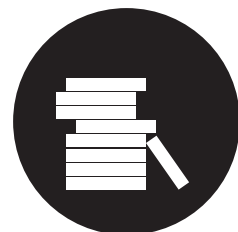
	Land, public realm, site infrastructure and buildings €	Assets in development and construction €	Fixtures and office equipment €	Total €
<b>COST</b>				
At 1 January 2016	116,074,292	176,078	306,703	116,557,073
Additions	<u>1,890,135</u>	<u>772,634</u>	<u>1,827</u>	<u>2,664,596</u>
At 31 December 2016	<u>117,964,427</u>	<u>948,712</u>	<u>308,530</u>	<u>119,221,669</u>
<b>DEPRECIATION</b>				
At 1 January 2016	687,992	0	235,080	923,072
Charge for the year	<u>1,500,000</u>	<u>0</u>	<u>15,857</u>	<u>1,515,857</u>
At 31 December 2016	<u>2,187,992</u>	<u>0</u>	<u>250,937</u>	<u>2,438,929</u>
<b>NET BOOK VALUE</b>				
At 31 December 2016	<u>115,776,435</u>	<u>948,712</u>	<u>57,593</u>	<u>116,782,740</u>
At 31 December 2015	<u>115,386,300</u>	<u>176,078</u>	<u>71,623</u>	<u>115,634,001</u>

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. The Grangegorman site has a total area of 72 acres of which:

- Approximately 17 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.

**13. WORK IN PROGRESS**

	2016 €	2015 €
Work in progress	<u>616,951</u>	<u>759,943</u>



**GRANGEGORMAN DEVELOPMENT AGENCY**

**NOTES TO THE FINANCIAL STATEMENTS**

<b>14. RECEIVABLES AND PREPAYMENTS</b>	<b>2016</b>	<b>2015</b>
<b>Amounts falling due within one year</b>	<b>€</b>	<b>€</b>
Trade receivables	59,458	24,176
Amounts due from the Health Service Executive	0	247,715
Amounts due from the Dublin Institute of Technology	171,009	173,923
Accrued income	50,099	87,356
Sundry receivables and prepayments	<u>403,595</u>	<u>390,420</u>
	<u>684,161</u>	<u>923,590</u>

All receivable balances are deemed recoverable within one year.

<b>15. CURRENT LIABILITIES</b>	<b>2016</b>	<b>2015</b>
<b>Amounts falling due within one year</b>	<b>€</b>	<b>€</b>
Trade payables	1,202,469	504,085
Amounts due to the Dublin Institute of Technology	0	31,843
Professional services withholding tax	114,386	79,546
Value added taxation	205,278	552,110
Paye / prsi	21,214	20,860
Retirement benefit contributions	5,006	5,865
Accruals	1,473,596	2,268,650
Deferred income	353,630	353,630
Retentions held on construction operations	1,749,101	2,804,129
Sundry payables	<u>172,115</u>	<u>172,115</u>
	<u>5,296,795</u>	<u>6,792,833</u>

<b>16. LONG TERM LIABILITIES</b>	<b>2016</b>	<b>2015</b>
<b>Amounts falling due after more than one year</b>	<b>€</b>	<b>€</b>
Advanced payments on construction activities	<u>33,889,138</u>	<u>30,370,408</u>

Dublin Institute of Technology make funds available to the Agency by way of advanced payments in respect of the construction and development of educational facilities at Grangegorman. At 31 December 2016, a total of €22,673,973, (2015: €19,778,511) 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 DIT, the creditor balance will be extinguished.

	<b>2016</b>	<b>2015</b>
	<b>€</b>	<b>€</b>
Balance at 1 January	30,370,408	20,496,606
Advanced in year	6,414,192	9,908,184
Project costs expended in year	(2,598,053)	(34,382)
Depreciation	<u>(297,409)</u>	<u>0</u>
Balance at 31 December	<u>33,889,138</u>	<u>30,370,408</u>

## NOTES TO THE FINANCIAL STATEMENTS

The balance is made up of	<b>2016</b>	<b>2015</b>
	€	€
Funding provided not utilised at year end	11,215,165	10,591,897
Cumulative funding used for asset development	<u>22,673,973</u>	<u>19,778,511</u>
Balance at 31 December	<u>33,889,138</u>	<u>30,370,408</u>

The funding provided 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 DIT (Note 12).

<b>17. RETAINED REVENUE RESERVES</b>	<b>2016</b>	<b>2015</b>
	€	€
At 1 January	91,556	(49,335)
Surplus for year	<u>308,857</u>	<u>140,891</u>
At 31 December	<u>400,413</u>	<u>91,556</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 an actual cash basis.

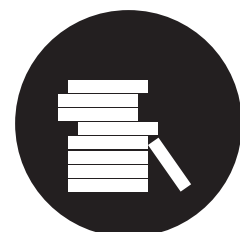
**18. BOARD MEMBER INTERESTS**

The Agency adopted procedures in accordance with guidelines issued by the Department of Finance 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.

**19. CAPITAL COMMITMENTS**

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

	<b>2016</b>	<b>2015</b>
	€	€
Contracted for but not provided for in the financial statements		
PPP set up costs	1,986,114	1,990,996
Non PPP	<u>2,144,874</u>	<u>1,478,839</u>
	<u>4,130,988</u>	<u>3,469,835</u>





## GRANGEGORMAN DEVELOPMENT AGENCY

### NOTES TO THE FINANCIAL STATEMENTS

#### 20. LAND

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. The Grangegorman site has a total area of 72 acres of which:

- Approximately 17 acres will be used for healthcare projects and will remain in the ownership of the HSE.
- The remaining 55 acres will be used for educational and sports projects.
- In the year ended 31 December 2015, the Agency completed a land swap with Dublin Bus in order to allow direct access to Constitution Hill from the Grangegorman site. The Agency constructed a new bus park on 0.7 acres and transferred it to Dublin Bus in return for a land area of the same size providing access to Broadstone Gate. The Agency has valued the 0.7 acres on its Statement of Financial Position at current value at the date of transfer from Dublin Bus. Based on an external professional valuation carried out on a 5 acre section of the Grangegorman site and other assumptions in relation to the use attributable to the land transferred, a value of €790,000 has been placed on the 0.7 acres and a corresponding amount has been posted to the capital account.

	2016	2015
	€	€
Land transferred from HSE	0	0
Land transferred from Dublin Bus	<u>0</u>	<u>790,000</u>
	<u>0</u>	<u>790,000</u>
Land transferred to Dublin Bus	0	(250,000)
Development assets transferred to Dublin Bus	<u>0</u>	<u>(2,176,662)</u>
	0	(2,426,662)
Ancillary costs associated with development assets transferred to Dublin Bus	<u>0</u>	<u>(824,598)</u>
	<u>0</u>	<u>(3,251,260)</u>
Transfer of land from the Agency	<u>0</u>	<u>(2,461,260)</u>

#### 21. ANALYSIS OF CHANGES IN NET FUNDS

	Opening balance €	Cash flows €	Closing balance €
Cash at bank and in hand	<u>14,835,531</u>	<u>2,608,382</u>	<u>17,443,913</u>
Net funds	<u>14,835,531</u>	<u>2,608,382</u>	<u>17,443,913</u>

**22. RELATED PARTY DISCLOSURES**

Dublin Institute of Technology 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, 16 and 20.

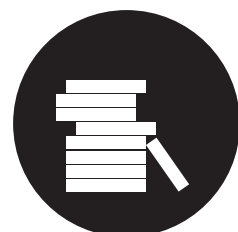
Key management personnel in the Agency consist of the CEO and members of the Board. Total compensation paid to key management personnel, including Board members' fees and expenses and total CEO remuneration, amounted to €146,423, (2015: €111,855).

**23. COMPARATIVE FIGURES**

A number of comparative figures have been re-grouped and re-stated on the same basis as the current year.

**24. APPROVAL OF FINANCIAL STATEMENTS**

The financial statements were approved by the Board on 20 December 2017





# Appendices

## Functions of the Agency

The Agency was established pursuant to 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 DIT, to provide the HSE with upgraded primary health and social care facilities and to provide community access/facilities.

The Agency'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 Agency 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 and 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 Agency 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.*





# Appendices

## Consultative Group

Dept of Education and Skills/Higher Education Authority  
Sorcha Carthy

Dept of Environment and Local Government  
Mr Stewart Logan

National Transport Authority  
Mr Eoin Farrell

DIT  
Dr Paul Horan  
Ms Melda Slattery

DIT Staff  
Ms Leslie Shoemaker  
Mr. Noel Gallagher

DIT Students  
Mr Boni Odoemene  
Ms Mary Scally

DCC Public Representatives  
Cllr Nial Ring  
Cllr Áine Clancy

HSE Executive  
Mr Derek Dockrell

HSE Staff  
Mr Donal Cassidy

HSE Service Users Representatives  
Mr Barry Hurley  
Ms Angela Connolly

Public Representatives  
Ms Maureen O' Sullivan TD

Local Residents  
Mr Declan McGregor  
Ms Lorna Maguire

## Board Meeting Attendance 2016

	<u>Attended</u>	<u>Eligible</u>
Mr Oliver Cussen	11	(11)
Mr Ger Casey	7	(7)
Cllr Janice Boylan	8	(11)
Mr Jim Curran	9	(11)
Mr Alec Darragh	9	(11)
Ms Elva Duffy BL	9	(11)
Ms Denise Dunphy	9	(11)
Dr Berna Grist BL	11	(11)
Ms Penelope Kenny FCA	11	(11)
Mr Damien Kilgannon	9	(11)
Prof J Owen Lewis	11	(11)
Dr Noel O'Connor	9	(11)
Mr John O'Hara	8	(11)
Mr Gerry O'Neill	8	(11)
Ms Deirdre Prince	11	(11)
Mr Michael Hand (Resigned May 2016)	5	(5)





# Appendices

## Agency Staff

Chief Executive – Mr Ger Casey  
Director of Finance – Mr Peter O’Sullivan  
Director of Construction and Procurement – Ms Máire Mellerick  
Director of Architecture and Planning – *Vacant*  
Corporate Affairs Manager – Ms Nora Rahill  
Senior Planner – Ms Terry Prendergast  
Communications Officer – Mr Ronan Doyle  
Senior Architect/Project Coordinator – Mr Pat O’Sullivan  
Senior Conservation Architect/Project Coordinator – Ms Una Sugrue  
Senior Engineer/Project Coordinator – Mr Paul Kelly  
Senior Engineer/Project Coordinator – Mr Shay Bowman  
Senior Quantity Surveyor/Project Coordinator – Mr Nigel Thompson  
Employment and Training Coordinator – Ms Kathleen McCann  
Project Information Manager/Project Coordinator – Mr Robert Moore





