

Candidate Information Booklet



24453700 Appointment to the Board of Coillte

Wicklow

Minister for Agriculture, Food and the Marine

Closing Date: 15:00pm on Monday 7th October 2024





State Boards Division
publicjobs

The Public Appointments Service (PAS), established under statute in 2004, provides an independent shared service in recruitment, assessment and selection to organisations across the Civil and Public Services.

publicjobs refers to Public Appointments Service established under the Public Service Management (Recruitment and Appointments) Acts 2004-2013

publicjobs also has responsibility for providing an open, accessible, rigorous and transparent system to support Ministers in making appointments to State Boards. Our dedicated website, www.publicjobs.ie, is the channel through which publicjobs advertises vacancies on State Boards. It is also the means through which accomplished, experienced and qualified people, including people who might not previously have been identified as available for appointment, can then apply to be considered for particular vacancies.

Contact: State Boards

publicjobs

Email: stateboards@publicjobs.ie

URL: www.publicjobs.ie



Membership of State Boards

High standards of corporate governance in all State Agencies, whether in the commercial or non-commercial sphere, are critical to ensuring a positive contribution to the State's overall social and economic development.

Members of State Boards are appointed to act on behalf of the citizen to oversee the running of the affairs of state bodies. State bodies must serve the interests of the taxpayer, pursue value for money in their endeavours (including managing risk appropriately), and act transparently as public entities. Members of State Boards, and the relevant management team, are accountable for the proper management of the organisation.

Board members should act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the State body, subject to the objectives set by Government. In that regard and in accordance with 13.2 of the Guidelines on Appointments to State Boards, "it is advisable that no member of a State Board should serve more than two full terms of appointment or should hold appointments to more than two State Boards."

The [Code of Practice for the Governance of State Bodies 2016](#) (the Code) provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State bodies.

In order to be an effective contributor on a State Board it is recommended that members should:

- bring independent and objective scrutiny to the oversight of the organisation;
- be prepared to be challenging when necessary while being supportive to the delivery of organisational strategy and objectives;
- be equipped to offer considered advice on the basis of sound judgement and experience;
- be prepared to make a time commitment to their work commensurate with their role.

Appointments to the Board of Coillte

Location:	Newtownmountkenedy, Co. Wicklow
Number of Vacancies:	1 Ordinary Member role
Remuneration:	€12,600. (It should be noted that in line with the 'One Person One Salary' principle, no public servant will be entitled to receive remuneration in the form of board fees, save for situations that are statutorily provided for e.g. Worker Directors). Travel and subsistence is payable at appropriate Civil Service rates.
Time Requirements:	Attendance at 9 Board meetings per annum, eight of which are typically a half day each, and one of which is a two-day Board meeting and strategy workshop. In addition, approximately 2 days per month would be required for reading papers, preparatory work and attendance at sub-committees.

1. Background

The Public Appointments Service (“**PAS**”) in conjunction with NewERA (a business unit of the National Treasury Management Agency (“**NTMA**”)¹), wishes to identify suitable candidates to be presented to the Minister for Agriculture, Food and the Marine (the “**Minister**”) for consideration for appointment as a member of the Board of Coillte CGA, with the consent of the Minister for Public Expenditure, National Development Plan Delivery and Reform. Expressions of interest are now sought from suitably qualified candidates for consideration as part of this process.

Coillte CGA is a designated activity company established under the Forestry Act 1988 (the “**Act**”). It is the commercial State body responsible for the management of the State’s forestry assets. The Act provides *inter alia* that a principal object of the company is to carry on the business of forestry and related activities on a commercial basis and in accordance with efficient silvicultural practices.

One ordinary share is held by the Minister for Agriculture, Food and the Marine with the remainder of the issued share capital held by the Minister for Public Expenditure, National Development Plan Delivery and Reform. There is a Board of Directors, the members of which are appointed by the Minister for Agriculture, Food and the Marine with the consent of the Minister for Public Expenditure, National Development Plan Delivery and Reform. Coillte is one of the commercial state bodies under the remit of NewERA.

Coillte is responsible for managing 440,000 hectares of primarily forested lands. It is the nation’s largest forester and producer of certified wood, a natural, renewable, and sustainable

¹ The role of NewERA is to provide independent commercial and financial advice to the relevant Ministers in relation to the exercise of specific functions, including, pursuant to Section 19 of the NTMA (Amendment) Act 2014 “the appointment of the chairperson, members, directors or chief executive of the designated body”, with Coillte CGA being one of the designated bodies. Further detail on NewERA’s activities is set out in Part 3 of the NTMA (Amendment) Act 2014 and in the annual reports of the NTMA (www.ntma.ie).



resource. Coillte is also the largest provider of outdoor recreation in Ireland, it enables wind-energy on the estate, manufactures panel-board wood products and undertakes nature rehabilitation projects of scale.

Coillte's vision is to create a sustainable future for all by delivering the multiple benefits from its forests and land for climate, nature, wood, and people. Coillte is comprised of three operating divisions: Forest, Land Solutions, and Medite Smartply: -

- 'Coillte Forest' is Coillte's core forestry operation which is ultimately responsible for the 440,000 hectares under management. It specifically delivers all aspects of forestry including planting, ongoing forest management, biodiversity protection, harvesting and outdoor recreation provision.
- 'Medite Smartply' is Coillte's wood panel manufacturing operation which is a market leading manufacturer of sustainable timber construction panels. From its manufacturing sites in Clonmel (Medite) and Waterford (Smartply), it produces innovative MDF (medium density fibreboard) and OSB (oriented strand board) value-added products. These manufacturing facilities provide an important outlet of scale for pulpwood and woodchips which arise from forestry and sawmilling operations in Coillte, in private forests and in sawmills.
- 'Land Solutions' is responsible for optimising Coillte's land and other assets through enabling key infrastructure developments which align with national and local requirements, including in relation to renewable energy, housing, infrastructure development, tourism, and education. This division is specifically responsible for Coillte Nature, for researching potential future uses of biomass and for managing Coillte's interest in FuturEnergy Ireland (a renewable energy joint venture with ESB).

For more information on Coillte, please see the company website www.coillte.ie.

2. Functions of the Board

The Board and the Chairperson of Coillte are appointed by the Minister for Agriculture, Food and the Marine with the consent of the Minister for Public Expenditure, National Development Plan Delivery and Reform. The Board consists of up to nine members in total including the Chairperson and Chief Executive.

The Board is collectively responsible for the long-term success of Coillte. Its role is to provide leadership, to oversee management, to provide effective corporate governance, to fulfil their fiduciary and statutory duties as directors, to act in the best interests of the State as shareholder and to ensure that the Company provides its shareholders and other stakeholders with a balanced and understandable assessment of the current position and prospects.

The Board meets formally at least 9 times per annum. It has a schedule of matters specifically reserved to it for decision, as set out in the Register of Delegated Authority, to ensure that it is satisfied that the direction and control of the Group is firmly in its hands. Please see the Governance Statement and Board Members' Report section of Coillte's Annual Report for the financial year ended 31 December 2023 available at www.coillte.ie for further detail of the matters specifically reserved for Board decision.

The Group's annual budget and rolling five-year plan are reviewed and approved by the Board. The Board receives monthly management accounts promptly with detailed comparison of



actual to budget. The presentation of management accounts is supported by detailed presentations by senior management to the Board on a regular basis. All significant contracts, major investments and material capital expenditure are also subject to review by the Board. Each non-executive Director brings an independent judgement to bear on all matters dealt with by the Board including those relating to strategy, performance, resources, and standards of conduct.

They should also possess: -

- Sound business judgment;
- Proven ability to critically analyse information and constructively challenge;
- A strong sense of ethics and integrity;
- The ability to work effectively and cohesively as a member of a team;
- An understanding of the importance of State-owned enterprises demonstrating leadership in, and making a key contribution to, the transition to a low carbon environment; and
- An understanding of good corporate governance practices.

All members of the Board have access to the Company Secretary and the Company's professional advisors as required. This ensures that Board procedures are followed, and that applicable rules and regulations are complied with. Each Director receives appropriate briefing on being appointed to the Board.

The Board uses three main committees to assist in the effective discharge of its responsibilities, namely the Audit & Risk Committee, the Investment Committee, and the Remuneration Committee. Depending on a successful candidate's specific area of expertise, he/she will be expected to participate in one or more of these sub-Committees.

Candidates' attention is also drawn to the provisions of the Code in relation to Audit and Risk Committee membership which can be found [here](#).

Current membership of the Board can be found [here](#).

3. Person Specification

The Minister for Agriculture, Food and the Marine invites suitably qualified candidates for consideration for appointment as a non-executive Director of the Board of Coillte, with the consent of the Minister for Public Expenditure, National Development Plan Delivery and Reform.

Candidate's attention is drawn to the provisions of the Code in relation to the role of a Board member which can be found in Section 3 of the Code [here](#). The Principle states:-

- Each State body should be headed by an effective Board which is collectively responsible for the long-term sustainability of the body.
- Non-executive Board members should bring an independent judgement to bear on issues of strategy, performance, resources, key appointments and standard of conduct.

Expressions of interest are now invited from applicants who consider they possess the skills and experience necessary for the Board.

**Essential:**

Candidates must demonstrate in their application evidence of experience at an appropriately senior level of the below: -

- Significant experience and expertise in strategic communications and/or reputation management and/or stakeholder management in the commercial business sector;
- A successful career history (a) at executive and/or non-executive level in a large complex organisation/company with responsibility for any of the areas listed below, or (b) in an agency/consultancy where the candidate has successfully advised large complex/high profile organisations/companies on any of the areas listed below:
 - reputation management, building and maintaining trust;
 - strategic communications, and/or
 - internal and external stakeholder management;
- Excellent communication skills and the ability to develop and maintain relationships with all relevant stakeholders;
- An understanding of the importance of State-owned enterprises demonstrating leadership in, and making a key contribution to, the transition to a low carbon environment;
- Professional experience in and/or extensive knowledge of environmental issues, in particular in one or more of the following policy areas:
 - climate change mitigation;
 - land use;
 - biodiversity;
 - water quality; and
- Knowledge of good corporate governance practices

Desirable:

It is also desirable that candidates demonstrate evidence in their application of:

- Understanding of the dynamics of operating/ developing businesses in rural Ireland;
- Experience of embedding ESG and sustainability initiatives in an organisation;
- Previous experience of Board or sub-committee membership; and/or
- Knowledge of the agriculture and land use sector in Ireland and, ideally, in the forestry sector.

In order to qualify for appointment, the person must not have any conflicts of interest likely to interfere with his/her ability to assume the role of member of the Board. Please give careful consideration to the possibility of any legal impediment or potential conflict of interest that may exist and address this in your cover letter. The Assessment Panel may decide, based on any actual or potential conflict or based on the Panel's assessment of the perceived level of conflict, not to forward your name for consideration.



The Minister encourages applications from diverse, qualified candidates to ensure the Board is a true reflection of Irish society and shall have regard to the desirability for gender balance, diversity and inclusion on the Board as the Minister considers appropriate and determines from time to time when making appointments, in line with the updated Code of Practice for the Governance of State Bodies 2016.

Members of the Board, and their immediate family members and close associates, are deemed to be “Politically Exposed Persons” (“PEPs”) under the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010 (as amended). This legislation places a requirement on “designated persons” (e.g., credit institutions) to undertake “Enhanced Customer Due Diligence” on those clients who are classified as PEPs. Further information available [here](#)

4. Term of Appointment

Appointments to the Board may be for a period not exceeding five years and may, with Ministerial approval, be renewed for a second term to a maximum of eight years in total, subject to: -

- Directors may be removed from office by the Minister for Agriculture, Food and the Marine, with the consent of the Minister for Public Expenditure, National Development Plan Delivery and Reform. All such removals shall be effected by letter or other instrument in writing signed by the Minister.
- A member of the Board may resign his or her membership of the Board by notice in writing sent or given to the Company and to the Minister, and the resignation shall take effect on the day on which the Minister receives the notice or on such other date designated by the Board member and as specified in the notice.
- Members of the Board shall hold office upon such terms and conditions as the Minister may, with the consent of the Minister for Public Expenditure, National Development Plan Delivery and Reform, from time to time determine.
- The roles and responsibilities of Board Members are described in the Code of Practice for the Governance of State Bodies 2016 which is available on the website of the Department of Public Expenditure, National Development Plan Delivery and Reform here: [Code of Practice for the Governance of State Bodies](#).
- A board member shall cease to be a member of the board if he or she is nominated as a member of Seanad Éireann, is elected as a member of either House of the Oireachtas or to the European Parliament or regarded as having been elected to the latter Parliament to fill a vacancy.

5. Submitting your Application

Having considered the general suitability criteria for membership of a State Board, you should consider carefully how your background and experience fits with the specific appointment criteria set out in the Person Specification section in this booklet.

Your submission should be made via the following link www.publicjobs.ie together with your **Curriculum Vitae** and a **cover letter** (see Appendix 1 of this booklet for help with the online process).

IMPORTANT NOTE

Please take care when submitting your expression of interest. As the Assessment Panel will generally make its recommendation(s) based on consideration of the documentation which you submit, it is most important that you do the following:

1. *Ensure your Cover Letter (and supporting CV) clearly specifies how your particular background and experience meets the requirements of the Authority position(s) specified in this booklet, and*
2. *That you fully answer any supplementary questions which are presented to you as part of our online application process.*

This will help ensure that the Assessment Panel is as informed as possible as to the basis for your candidature and why you believe you are a person who could potentially be appointed to this State Board. **Please only include information that is directly relevant to the particular role for which you are applying.**

If you have any questions regarding the application process please email stateboards@publicjobs.ie.

6. Assessment Process

An Assessment Panel (the “Panel”) will be convened by publicjobs to consider and assess the applications received by publicjobs. The Panel will:

- review and discuss the expressions of interest received against the specific appointment criteria for the role, as advertised in this Information Booklet;
- assess potential candidates further once they meet the specified appointment criteria by undertaking any or all of the following steps:
 - Consideration of the written applications; and/or
 - Meeting/conference call; and/or
 - Referee checks; and/or
 - Any other selection or verification method deemed appropriate (this may include publicjobs requiring statutory declarations from shortlisted applicants as to the bona fides of the qualifications and experience contained in their applications).
- arrive at a shortlist of the most suitably qualified candidates (based on the information provided by the candidate) to be sent forward for consideration by the Minister.



The outcome of the Panel's assessment will be forwarded by publicjobs to NewERA for the purposes of the advice to be provided by NewERA pursuant to Section 19 of the NTMA (Amendment) Act 2014.

Please note that publicjobs will not be responsible for any expenses incurred by candidates as part of our selection process.

7. Confidentiality

Subject to the provisions of the Freedom of Information Acts, 2014, applications will be treated in strict confidence. All enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

8. Data Protection

The Data Protection Act 2018 provides that the processing of personal data shall be lawful where such processing is necessary for the performance of a statutory function of a controller. PAS is mandated by statute under the Public Service Management (Recruitment and Appointments) Act, 2004 to act as the centralised assessment and selection body for the civil service and to carry out all the procedures necessary to undertake the recruitment, assessment and selection of suitable candidates for appointment. By submitting your personal data (including your name, address, contact details and details of your education and work history contained in your curriculum vitae and cover letter) via publicjobs.ie, you acknowledge that such data may be used by the Public Appointments Service and disclosed to and used by client departments, in connection with its statutory roles to assist and advise relevant Ministers in relation to appointments to the boards of State bodies and to the NTMA in connection with its statutory role under the NTMA (Amendment) Act 2014 to advise relevant Ministers in relation to appointments to the boards of relevant State bodies (as defined in that Act). The information contained in your publicjobs profile is yours to manage, amend, update or delete as appropriate. For more detailed information on our Data Protection Policy, please see our [Code of Practice for the Protection of Personal Data in the Public Appointments Service](#).

9. NewERA

In performing its statutory functions, the NTMA may disclose your personal data to relevant Ministers and Department staff, including the State Board Liaison Officer. Once it obtains your personal data, the NTMA will act as data controller of such data and will retain it for up to one year following completion of the appointment. If appointed, the NTMA may retain your information for the duration of your appointment. Unless you request the withdrawal of your application such data may be used in considering your suitability for other similar vacancies/ roles that arise for a period of up to one year for this State Board. For further information in relation to how the NTMA processes personal data, including your various rights under data protection law and details of how to contact the NTMA, please refer to the NTMA Data Protection Statement policy which is available [here](#).



10. Departments

If your application is assessed and you are considered to be suitable for appointment your c.v. and cover letter (and any additional supplementary information requested as part of the application process), will be forwarded to the State Board Liaison Officer in the relevant Department. Once it obtains your personal data, the Department will act as data controller of such data and will retain it for up to one year following the appointment/s. Unless you request the withdrawal of your application such data may be used in considering your suitability for other similar vacancies/ roles that arise for a period of up to one year for this Board.

Appendix 1

Submitting your application:

In order to submit your application, you should take the following steps:

1. Go to www.publicjobs.ie.
2. On the bar at the top of the page, State Boards, click on "Available Appointments".
3. This brings you to a page with all our advertised vacancies. Select whichever position you would like to apply for (you are welcome to apply for more than one position if you wish).
4. On the relevant page please click on the "apply for position" button at the bottom of the page
5. This will bring you to a page on www.publicjobs.ie and, if you already have a publicjobs.ie account, will prompt you for your username and password. If you do not have an account, you will be asked to create one.
6. Once you input your details you will be brought to a page where there is a prompt in the middle of the page which says "apply here". Click on the link to the online application form beside it.
7. A form will appear on your screen, some of the text boxes will be populated with information from your publicjobs.ie profile (Name, address etc.). You will need to complete the rest of the fields and enter your name and the date at the bottom of the form.
8. If there is a supplementary question, ensure that your response complies with the word limit and that it does not contain any special characters (i.e. %, & etc.) or you may receive an error message and will be unable to submit your application.
9. Click on "continue".
10. You will then be brought to a screen where you should upload your CV and Cover Letter. These are required documents and your application cannot be processed without them. Once you have selected these and uploaded them, please click on the "submit" button at the bottom of the page.
11. You will receive an e-mail confirmation (to the address listed in your publicjobs.ie profile) to confirm that your application has been submitted.



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