





# Annual Report 2023 The Land Development Agency DAC

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### Contents

Statement of Cash Flows

Notes to the Financial Statements

INTRODUCTION	
Our Vision	
Our Purpose	
2023 KEY ACHIEVEMENTS	
CHAIR/CEO JOINT STATEMENT	
Our Values	
Strategic Priorities	1: 1:
OUR STRATEGY IN ACTION	1
GOVERNANCE & COMPLIANCE	7
FINANCIAL STATEMENTS	79
Directors and Other Information	8
Directors' Report	8
Governance Statement	9
Statement on Internal Control	10
Directors' Responsibility Statement	10
Comptroller and Auditor General Report	108
Forvis Mazars Audit Report	110
Financial Statements	113
Income Statement	114
Statement of Comprehensive Income	11:
Statement of Financial Position	110
Statement of Changes in Equity	11

THE LAND DEVELOPMENT AGENCY DA ANNUAL REPORT - 2023

### Introduction

The Land Development Agency DAC ("LDA") is a commercial State body created to coordinate land for more optimal uses where appropriate, with a focus on the provision of housing.

**Bluebell Waterways** bluebellwaterways.ie



### **Our Vision**

Our Vision is to provide affordable and social housing to meet the needs of the nation, delivering a social return from the development and renewal of communities and a stable, national capacity to support sustainable, inclusive, and vibrant communities.





### **Our Purpose**

The LDA's Purpose is "to maximise the supply of affordable and social homes on public land in a financially sustainable manner, supporting the creation of thriving communities and delivering ongoing positive social impact."



...to maximise the supply of affordable and social homes in a financially sustainable manner, supporting the creation of thriving communities and delivering ongoing positive social impact.

## 2023 Key Achievements

Theme 1

**Expedite Housing – Direct Delivery** 

1000

over 1,000 homes under construction.

1850

Planning permission granted in 2023 for approximately 1,850 homes

5600

Over 5,600 homes in the planning and design phase.

900

Planning applications lodged in 2023 for ca. 900 homes across sites.

650

ca. 650 Cost Rental homes delivered via Project Tosaigh during 2023

200

ca. 200 Affordable for Sale homes delivered via Project Tosaigh during 2023

Theme 2

Expand Land Capacity – Landbank

Landbank established supporting the delivery of over 20,000 homes.

In 2023, the LDA launched a private land acquisition initiative through which privately-owned sites could be acquired by the LDA for the delivery of affordable housing.

The Masterplan for Pear Tree Crossing (Digital Hub, Dublin 8) was published in May 2023.

Delivered the LDA's first Report on Relevant Public Land.

A draft Spatial Framework for Galway Sandy Quarter was developed for public consultation during 2023.

During 2023, an Infrastructure Development and Delivery Plan (IDDP) was developed for Limerick Colbert Quarter.



### **Collaboration**

During 2023, the LDA collaborated with a range of key stakeholders across multiple developments including Shanganagh, St Kevin's, St Teresa's Gardens, Cromcastle, Cherry Orchard, Dyke Road,

Carey's Road, and North Docks.



### **Find Ways**



During 2023, the LDA adopted the NewERA Reporting Framework (Climate Action Plan 2021: Action 55: Framework for the Commercial Semi-State Sector)



Another key focus throughout the year has been the development of a Sustainable Development Policy and Strategy.





Growing organisation from 70 to 112 over course of 2023



Strengthened governance and risk management frameworks

# Joint Chair & CEO Statement

The LDA took a major step forward in the delivery of new homes in 2023. Throughout the year, the Agency achieved a number of milestones including:



Cormac O'Rourke
The Land Development Agency - Chair

ANNUAL REPORT - 2023



John Coleman
The Land Development Agency - CEO



- on two additional sites at St Kevin's Hospital in Cork and Devoy Barracks in Kildare
- Developing a delivery pipeline of over 10,000 homes
- Publishing the first ever inventory of State Lands
- Acquiring a major site at Clongriffin in Dublin, which has the potential to deliver more than 2,300 homes

THE LAND DEVELOPMENT AGENCY DAG

44

COLLABORATING WITH ALL OUR STAKEHOLDERS REMAINS A CORE STRATEGIC PRIORITY AND IS FURTHER EMPHASISED AS ONE OF OUR CORPORATE VALUES.

CHAIR/CEO JOINT STATEMEN



New and affordable homes were delivered in Dublin, Cork, Waterford, Wicklow, Kildare, and Meath. This early delivery was made possible through Project Tosaigh, an initiative which is part of the Government's Housing For All policy.

In addition, the Agency made significant progress as part of its direct delivery stream, which involves building new homes on State-owned or other acquired land. projects at various stages from

Two new sites commenced construction at St. Kevin's in Cork and Devoy Barracks in Kildare with will involve a heightened level of new homes set to be completed by 2025 in both locations. Meanwhile, construction continued at the LDA's first direct delivery site in Shanganagh, Co Dublin, which will deliver 597 new homes from late 2024.

A large pipeline of future direct delivery homes is being developed for completion in the period from now until 2028/29 with major design to planning and preconstruction. The pipeline currently includes over 10,000 homes and construction on State lands. This delivery stream is set to overtake Project Tosaigh in terms of output and put the LDA on track to become Ireland's largest homebuilder.

To best identify key State-owned lands, the LDA completed and published the Report on Relevant Public Land in March 2023. This new inventory report followed the first mapping of all State-owned land and involved the first assessment of the potential of certain lands to be used for the delivery of affordable housing. It involved the review of more than 180,000 separate folios for land.

The report advised the government of the potential to deliver 67,000 homes on 83 underutilised Stateowned sites. It now serves as the basis for ongoing discussions with public bodies on the potential transfer of land to the LDA with a number of land parcels already transferred to the Agency.

The LDA also signalled its intention to acquire private land for the delivery of housing in July 2023 and sought expressions of interest for suitable sites, preferably in the country's five main cities and with existing planning permission for over 200 homes.

As part of this initiative, the Agency announced the purchase of a large site in Clongriffin in north County Dublin from NAMA in December of 2023. This land has the potential to deliver more than 2,300 homes but had remained idle for many years despite having planning permission. Given the scale of the site, it will take up to 10 years to develop, but will enable the LDA to deliver a new well-connected and well-served community in an area of Dublin that can accommodate such growth and will ultimately benefit from the completion of muchneeded affordable homes and community amenities.

The LDA believes that some other projects of this scale may require the intervention of the State to deliver on their long-term potential. Subject to funding being made available from Government, the Agency believes that similar distressed sites should be considered by the State for acquisition as they are too large to be undertaken by their current owners.



WE COULD NOT HAVE ACHIEVED ANY OF THE ABOVE WITHOUT THE CONTINUED ENERGY, ENGAGEMENT, AND COMMITMENT OF OUR PEOPLE. **OUR ORGANISATION HAS GROWN** AND STRENGTHENED DURING 2023, REFLECTING BOTH THE INCREASE OF **ACTIVITY AND STAGE OF MATURITY.** 

Devoy Barracks, Naas

### **Direct Development**

The LDA now has over 1,000 homes under construction across three direct development sites including Shanganagh in Dublin, St Kevin's Hospital in Cork, and Devoy Barracks in Kildare.

By the end of 2024, it plans to have a total of 8 direct delivery sites under construction. Shanganagh is the largest public housing scheme in the State in recent years and is the LDA's first direct delivery project. There are **597 homes** in the development - 306 cost rental, 91 affordable purchase and 200 social homes. Shanganagh is being developed by the LDA in partnership with Dún Laoghaire-Rathdown County Council. This was the first partnership agreed between the LDA and a local authority when it was announced in 2022, and signalled a new way forward for many local authorities seeking to get housing projects underway on land they own.

At the end of 2023, the Agency was working on partnerships with all four local authorities in Dublin. It was also working with the two in Cork, as well as those in Limerick, Kildare, Meath, Westmeath, and Galway on planning housing projects.

With the support of Cork City Council, the LDA is redeveloping St Kevin's Hospital. This landmark building is being repurposed into an attractive residential development comprising 265 homes with a mix of social, cost rental and affordable purchase units.

The St Kevin's site has proved challenging with extensive protected structures. Enabling and stabilisation works were completed during 2023 and a main contractor was then appointed. Construction for the first phase of homes commenced on site in August 2023 and it is expected that the first homes will be delivered in 2025.

In December 2023, the LDA started construction on a new residential development of 219 social and affordable homes on a site at Devoy Barracks in Naas, Co. Kildare, which was made available by The Housing Agency. The development involves a mix of terraced houses, duplexes, and apartments with the first homes due to be completed in 2025.

In addition to the above, significant pre-construction progress was made throughout 2023 across the growing number of LDA direct delivery sites.

In March 2023, legislation (Section 179A) was introduced into the Planning and Development Act 2000. This new provision allowed Dublin City Council and the LDA to secure planning permission in November 2023 for a housing development in Cromcastle, Co. Dublin. Construction on 146 homes is due to start in late 2024, which will include social and cost rental homes, in addition to new community, cultural, and open spaces.

Planning permission was also granted for Strategic Housing Developments in Dublin, which will deliver **345 homes** at Hacketstown in Skerries, **817** at Castlelands in Balbriggan and **543** at St Teresa's Gardens in Dublin 8.

In May, the LDA secured approval for the development of **852 homes** at the former Central Mental Hospital site in Dundrum in Dublin 14. This project is currently stalled due to a Judicial Review taken by one individual.

Meanwhile, a planning application for 700 cost rental and social housing homes at Cherry Orchard Point in west Dublin was made in December 2023.

All of these projects involve a significant amount of hew housing and they can play a critical role in helping to realise the LDA's ambition of achieving an annual delivery run-rate of over 2,000 new homes a year by 2029.

### 44

With the support of Cork City Council, the LDA is repurposing St Kevin's Hospital, a well-known Cork landmark, into an attractive residential development comprising 265 homes, across a mix of social, affordable, and private tenures.

Aerial view of Cork City



ANNUAL REPORT - 2023 THE LAND DEVELOPMENT AGENCY DAC CHAIR/CEO JOINT STATEMENT 10

### **Project Tosaigh**

The Project Tosaigh initiative aims to complete the development of housing projects on private land, which has planning permission but where delivery has stalled due to viability or affordability issues.

Since inception, it has generated a pipeline of 2,500 affordable for sale and cost rental homes at developments in Dublin, Cork, Waterford, Wicklow, Meath, and Kildare. Through this initiative and subject to funding, the LDA expects to deliver 8,000 homes by 2028 in addition to those planned for delivery from its existing portfolio of State-owned or other acquired land. During 2023, the LDA secured the delivery of 369 homes in The Quarter in Citywest, Dublin. These one, two, and three-bedroom apartments are being made available under the cost rental scheme and as social homes. The Quarter is well-located with an abundance of amenities nearby including shops, gyms, dining, schools, and transport links.

The LDA also partnered with a housebuilder to deliver 50 homes at Baker Hall in Navan, Co. Meath and then partnered with Meath County Council to make the homes available to eligible buyers under an affordable purchase scheme.

### **Strategic Areas**

Significant progress was made across each of the LDA's four, larger scale 'strategic areas' in 2023.

A masterplan for the Digital Hub campus was published in May 2023. The Digital Hub forms part of the Strategic Development and Regeneration Area (SDRA 15) in Dublin 8. The drafting of the Pear Tree Crossing masterplan marked an important first step in the process to ultimately deliver new mixed tenure and affordable homes in a key part of Dublin. A project team has now been appointed to advance plans for the site and implement the approved development strategy.

A Spatial Framework for The Colbert Quarter in Limerick was published in December 2022, setting out a vision for this large-scale area. It outlined the principles required to quide its future development which could allow for the delivery of up to 2,800 homes. An Infrastructure Development and Delivery Plan (IDDP) was developed during 2023 alongside a masterplan for land owned by the HSE at St Joseph's Hospital. A public consultation process was held in relation to the latter in late 2023. The general public and stakeholders were invited to give their feedback on plans for up to 600 social and affordable homes, new community facilities and amenities. A draft Spatial Framework for the Sandy Quarter in Galway was developed for public consultation during 2023. The objective of the Spatial Framework is to develop a comprehensive vision, planning themes, principles, and guidelines for the development of a new mixed-use neighbourhood at Sandy Road. This has the potential to deliver up to 750 homes, a new park, public square and high-quality office and commercial space. The office and commercial space will require private sector collaboration.

During 2023, the Agency also continued to engage with Córas lompair Éireann (ClÉ), the Electricity Supply Board (ESB) and the Office of Public Works (OPW) in relation to lands at Inchicore. This ongoing process is seeking to better understand operational requirements, consolidation or relocation opportunities and the phased release of some lands for affordable housing and mixed-use regeneration. Future efforts will focus on commissioning a broad range of surveys to establish technical, environmental, and infrastructure considerations.

### **Longer-Term Land Assembly**

The LDA published Ireland's first ever report on State-owned land in March 2023, formally titled the Report on Relevant Public Land. The report was the culmination of a multi-year programme of activity to compile and assess underlying data pertaining to State lands. It built directly on information contained in the Register of Relevant Public Land database, which was assembled and published by the LDA in late 2022.

The inaugural report covered the country's five cities and five regional centres, assessing approximately 75% of the public land database. The next update report, due to be published in 2025, will include consideration of the other census towns—those with a population higher than 10,000—and cover the remaining 25% of relevant public land. It will also provide an update on the existing lands.

The 2023 report identified parcels of relevant public land in key urban areas which have the potential to be unlocked and repurposed to deliver new affordable and social homes over the medium to longerterm. Unlocking these sites in many cases involves moving existing infrastructure or business operations. This is a process that could prove complex and costly and will require cooperation across multiple agencies and Government Departments to fund this relocation. The process is further complicated by the fact that the LDA does not have the power to compel other State Agencies to sell their land. The LDA recognises the governance requirements of other agencies and believes that a whole of Government approach is required to deliver land to the LDA at an economic price.

The report serves as the starting point for detailed discussions on their future optimal use. It identified land with development potential of approximately 10,000 homes over the next 5 to 10 years, subject to land availability and the planning process. Additional longer-term land has been identified with the potential to yield another 57,000 homes, giving a total potential of almost 67,000 homes. The LDA acknowledges that it will not be possible nor feasible to access all the land identified with potential for affordable and social housing, however, the report serves as a critical tool in assisting the designation and building of a land pipeline that the LDA could use to address the country's housing needs.

Also supporting longer-term land assembly, the LDA launched an 'Expression of Interest' process in July 2023 with a view to purchasing privately-owned sites for the delivery of affordable housing. Under this process, the Agency invited interested landowners to submit their proposals for consideration against defined assessment criteria. Acquiring private land to supplement the LDA's direct delivery on State-owned lands can help accelerate the construction of affordable housing in the short-term.

As part of that process, the LDA completed the purchase of lands in Clongriffin in north Dublin in late 2023. The site was acquired with existing planning permission for over 1,800 homes and with the potential to deliver a total of more than 2,300. The pending development will be the biggest single State housing project in decades, facilitating delivery of a new well-served and vibrant community and continuing to support achievement of the LDA's broader strategic goals. The Agency intends to commence construction on this site as soon as possible.

12

ANNUAL REPORT - 2023 THE LAND DEVELOPMENT AGENCY DAC CHAIR/CEO JOINT STATEMENT

### **Social and Environmental Sustainability**

The LDA has a Community and Stakeholder Engagement Strategy (CSES) which promotes a proactive, inclusive, and proportionate approach to engagement. It serves as a roadmap, outlining best practice engagement from the earliest stages of planning and design through to construction and eventual occupation of a housing development.

Throughout 2023, the Agency strengthened the CSES by developing further procedures and policies to help ensure a robust process is in place for public engagement, which can facilitate positive collaboration and reduce risks.

Examples of this approach to consultation were the LDA's Pear Tree Crossing masterplan at Digital Hub and Sandy Quarter masterplan in Galway. This consultation took place via multiple communication channels including public meetings and workshops during Spring 2023.

The LDA also has a Sustainability Working Group to ensure that sustainability is considered and integrated across all functional areas in line with statutory obligations and strategic ambitions.

Work continued during 2023 to develop the LDA's Sustainable Development Policy and Strategy. Both are being developed with input from the LDA Board and Executive Management Team and are expected to be finalised and published in 2024.

In addition, the LDA engaged in a range of initiatives throughout 2023, which were designed to support the achievement of sustainability-related objectives including establishing a programme to monitor the building fabric and system performance of LDA apartments in Delgany, Co. Wicklow, in partnership with Construct Innovate and Cairn Homes.

The research will be carried out under the Heatcheck Research Programme to build industry-wide knowledge. This will progress a number of the LDA's strategic objectives, including reducing operational carbon, improving water stewardship, and supporting tenant wellbeing. Sensors were installed in Q4 2023, and monitoring is due to commence in Q1 2024.

### **The Organisation**

The LDA is committed to providing an open, positive, and inclusive workplace where collaboration, innovation, and a focus on results is fostered.

2023 was a year of significant evolution for the Agency, in which the total number of employees grew by 60% to a total of 112. New staff were added to all teams, but particularly within the Delivery, Construction, Development, Strategic Planning, and Asset Management functions. These additions have continued to strengthen the LDA's skilled and diverse talent pool.

The LDA is committed to the continued professional development of the Agency's key asset – its people – and took steps during 2023 to support colleagues pursuing training and development opportunities. Looking ahead, the Learning and Development team will continue to find ways to provide the best possible learning experience through a combination of internal and external training.

### **Looking Ahead to 2024**

The achievements of 2023 have been notable as the Agency has taken significant steps towards the delivery of its strategic goals and overarching vision.

As we look to 2024, the LDA will continue to deliver across its core strategic themes. This will include:

- » Accelerating the pace, scale, and availability of much-needed affordable and social housing by advancing the Agency's direct delivery programmes and continuing to deliver through Project Tosaigh
- » Leading a focused approach to land assembly from both State and market sources to ensure a consistent pipeline of sites in areas of greatest demand
- » Progressing masterplans for larger strategic sites and publishing the second iteration of the Report on Relevant Public Land
- » Growing and strengthening the management structures of LDA delivered cost rental homes and recognising the Agency's emerging position as a major operator of affordable rental homes
- Overcoming challenges and driving results through collaboration with delivery partners, suppliers, and other stakeholders
- » Fostering innovation and enhancing capability in the housing system. The LDA will work to facilitate the ongoing delivery of affordable, low carbon, and climate resilient developments, and
- Scaling the LDA's organisational capacity, structure, and size to ensure it is well-positioned to deliver its full delivery mandate. We will also work to optimise our operating capacity for the new emerging Cost Rental tenure.
- Engaging with the Government regarding its ongoing support of the LDA's extensive funding needs.

### **Appreciation of our Stakeholders**

The LDA's work in 2023 and the ongoing development of its housing pipeline reflects the significant efforts of the Agency's staff, delivery partners and key stakeholders. We would like to express our gratitude for their continuous hard work and commitment during the past year and to thank our former Board members for their considerable contribution to the LDA.

We would also like to thank the Minister for Housing, Local Government and Heritage for his steadfast support for the Agency's work during the year. The advice and support received from the Department's staff is also greatly appreciated.



### **Our Values**

We are guided by our core values of integrity, results, collaboration, innovation, and sustainability.



We commit our energy, expertise, and resources to achieving results that sustain the supply of quality affordable and social housing...



### Integrity

Our spirit of public service guides us to deliver a sustainable social return for the people of Ireland. We serve the public and hold ourselves accountable, adhering to the highest professional standards.



### Results

We commit our energy, expertise, and resources to achieving results that sustain the supply of quality affordable and social housing delivered in compliance with robust health and safety standards on public land now and over the longer term.





### Collaboration

We build trust by displaying commitment and flexibility in equal measure. We engage and collaborate constructively with all our stakeholders to achieve better solutions.



the priorities we set, the

ways we work, and the outcomes we deliver.

### Innovation

We have the courage to think differently, to learn and to be inventive and resourceful about the ways we deliver results. We embrace new ways of achieving our goals, adapting and evolving as we go along. We value diversity in all its forms.

15 ANNUAL REPORT - 2023 THE LAND DEVELOPMENT AGENCY DAC OUR VALUES AND OUR STRATEGIC PRIORITIES

### **Our Strategic Priorities**

Our Strategy is centred on the provision of affordable and social housing to help meet the needs of the Irish people. We will do this by building on State and private lands in the near-term where possible and making sure the State has enough readily available land to be developed in the longer-term. In pursuit of our Vision, the Strategy comprises ambitious programmes organised around five key strategic themes. Achieving our objectives in each of these strategic areas will enable the LDA to contribute significantly towards the realisation of national development and housing policy goals, the creation of thriving communities, and the delivery of ongoing, positive social impact.

To lead a focused approach to strategic land assembly to ensure a consistent pipeline of sites in areas of greatest demand.



Expand
Land
Capacity



17

To accelerate the pace, scale, and availability of affordable and social housing in Ireland.



Ways

To scale the LDA's organisational capacity, structure, and size to ensure it is well-positioned to deliver its full mandate, operating responsibly and serving its stakeholders transparently

and effectively.

18

To foster innovation and enhance capability in the housing system to facilitate the ongoing delivery of affordable, low carbon, and climate resilient development designed to meet the public's needs in an efficient and sustainable manner.

ANNUAL REPORT - 2023 THE LAND DEVELOPMENT AGENCY DAC OUR VALUES AND OUR STRATEGIC PRIORITIES

### Our Strategy In Action

44

...enable the LDA to contribute significantly towards the realisation of national development and housing policy goals, the creation of thriving communities, and the delivery of ongoing, positive social impact.

Theme 1

### Expedite Housing Delivery



#### Goa

To accelerate the pace, scale, and availability of affordable and social housing in Ireland.

#### **Planned Impact**

Over the next three years, the LDA's highest priority will be the delivery of high quality, affordable, and sustainable housing options.

Increased supply, delivered through the combined efforts of key housing delivery partners, will help to address current market deficiencies and relieve pressure points in the housing market.

#### Theme 2

### Expand Land Capacity



#### Goal

To lead a focused approach to strategic land assembly to ensure a consistent pipeline of sites in areas of greatest demand.

#### Planned Impact

By 2025, the Agency will have:

- » Increased the stability, predictability and resilience of the supply pipeline of land for public housing; and
- » Navigated the development cycle appropriately, in light of changing economic cycles.

#### Theme 3

### Build Collaboration



#### Goal

To unlock challenges and drive results through collaboration with delivery partners, suppliers, and other stakeholders involved in developing and managing affordable and social homes across Ireland.

#### **Planned Impact**

By 2025, the Agency will have:

- » Contributed to increased delivery by working with key stakeholders to unlock sites and advance housing delivery and
- Built effective and lasting relationships with a range of its key stakeholders to support ongoing delivery of shared outcomes.

#### Theme 4

### **Find Ways**



#### Goo

To foster innovation and enhance capability in the housing system to facilitate the ongoing delivery of affordable, low carbon, and climate resilient development designed to meet the public's needs in an efficient and sustainable manner.

#### Planned Impact

By 2025, the Agency will have ensured the viability, quality, and sustainability of affordable and social housing solutions by promoting innovation in areas such as:

- » Housing design and construction and
- » Construction procurement

#### Theme 5

### Strengthen Organisational Framework



#### Goal

To scale the LDA's organisational capacity, structure, and size to ensure it is well-positioned to deliver its full mandate, operating responsibly and serving its stakeholders transparently and effectively.

#### Planned Impact

The LDA will scale its organisational structure and resources to assure the effective coordination, oversight, and delivery of its planned objectives and activities.

# Theme 1 Expedite Housing Delivery

### Goal

TO ACCELERATE THE PACE, SCALE, AND AVAILABILITY OF AFFORDABLE AND SOCIAL HOUSING IN IRELAND

and mixed-use development and to grow its capacity to support future delivery of the State's overall planned housing output. The following provides an overview of the LDA's housing delivery programmes over the course



of 2023.

### **1. Direct Delivery Portfolio**

### Shanganagh, Shankill, Dublin

**597**Homes

Shanganagh in Shankill, Dublin, is the largest public housing scheme in the State in recent years and the first direct delivery project by the LDA. The development will comprise 597 homes – all of which will be affordable – with approximately 51% cost rental, 15% affordable purchase, and 34% social housing.

The development will be the largest residential scheme certified to achieve the 'passive house' low energy use standard which has significantly lower energy consumption and associated heating costs compared to other new builds. Other sustainability features include very low energy demand, low car parking provision, high bicycle parking provision (over 1,300 spaces), and design features to facilitate working from home.

Shanganagh is well served by existing public transport and a range of amenities including extensive communal space, a playground, a crèche, convenience store, and café will help to build a positive sense of community and local well-being.



### **Progress during 2023**

Shanganagh is being developed by the LDA in partnership with Dún Laoghaire-Rathdown County Council, the first partnership of its kind.

Walls Construction was appointed lead contractor on the project after a public tender process. Construction commenced in late 2022 and has progressed positively during 2023 according to plan and budget.

### Plans for 2024

Homes will be delivered on a phased basis, with the programme on-track to deliver its first homes in September 2024.

22

### St Kevin's Hospital, Cork

**265** Homes

St Kevin's is located a short distance west of Cork city centre on a prominent south facing hillside site, beside Wellington Bridge and Cork County Hall, and includes the former St Kevin's Hospital which fell into dereliction.

With the support of Cork City Council, the LDA is repurposing this well-known Cork landmark into an attractive residential development comprising 265 homes, across a mix of social, affordable, and private tenures. The development will include the adaptive reuse of the existing St Kevin's Chapel and incorporate a number of community amenities.

St Kevin's is located close to major employment centres, to third level institutions and to local facilities, making walking and cycling attractive options. Sustainable energy is also a key feature of the proposed development: the buildings will be fully compliant with Near Zero Emission Buildings regulations, with a minimum BER of A3.

23



### **Progress during 2023**

St Kevin's is a challenging site with extensive protected structures, steeply sloping topography, and numerous locations with invasive plant species present.

Planning permission was granted in April 2021, paving the way for enabling and stabilisation works to take place which were completed during 2023.

The development will be delivered in phases.

MMD Construction Ltd was appointed in June 2023 as lead contractor on the project after a public works tender process. Construction commenced in August 2023.

### Plans for 2024

Construction works will continue to progress throughout 2024. Homes will be delivered on a phased basis, with the first homes being delivered in 2025.

### 1. Direct Delivery Portfolio

### Devoy Barracks, Naas, Kildare

**219** Homes

The Devoy Barracks site is located to the southwest of Naas Town Centre in Kildare. On this Stateowned land, the LDA is delivering a well-connected, new residential development comprising 219 social and affordable homes across a mix of terraced houses, duplexes, and apartments, all ranging in height from 2 to 5 stories.

The A-rated homes being constructed were previously part of the former Devoy Barracks complex, on land made available to the LDA by the Housing Agency.

Key towns, such as Naas, are defined as large economically active county towns with high quality transport links and with the capacity to act as growth drivers to complement Dublin and the Regional Growth Centres. Development in this area supports a number of the National Strategic Outcomes outlined in Project Ireland 2040, including supporting compact growth, rejuvenating cities that can accommodate increased residential population and economic activity, and creating attractive, liveable, well-designed, high-quality urban places that are home to diverse and integrated communities.



### **Progress during 2023**

A Strategic Housing Development planning permission was approved in October 2022 for the development of the Devoy Barracks site.

The main contractor, Andrews Construction Ltd, was appointed in November 2023 after a public works tender process. Construction commenced in December 2023.

### Plans for 2024

Construction works will continue throughout 2024, with the first homes planned for delivery in 2025.

24

Hacketstown, Skerries, Dublin

**345** Homes

The Hacketstown site is located in Skerries, Dublin and was made available to the LDA by the Housing Agency. The development, which reflects close collaboration across design and planning between the LDA, the Housing Agency, and Fingal County Council, will provide 345 cost rental and affordable purchase homes comprising houses, duplexes, and apartments of varying sizes.

Public open space, which will include parkland and a new public square, will account for approximately a quarter of the entire site area and the development will prioritise walking, cycling and public transport. Alongside upgraded new pedestrian and cycle infrastructure, the new community facilities will also include a crèche.



### **Progress during 2023**

A Strategic Housing Development planning permission was granted for the site in March 2023.

### Plans for 2024

Procurement of a development partner for phase 1 of the granted Strategic Housing Development permission to be progressed in the first quarter of 2024, with a view to commencing on site later that year.

### 1. Direct Delivery Portfolio

### Central Mental Hospital Dundrum

852 Homes

The Central Mental Hospital site was originally opened in 1850. Following the decision by the HSE to transfer its operations to a new purpose-built facility in Portrane, North Dublin, the Government made the site available to the LDA for residential redevelopment.

After an extensive consultation, engagement, and design process, the LDA's Masterplan for the site takes into consideration access to green spaces, community infrastructure, reduced car usage/traffic, and sustainability whilst seeking to deliver on the overall objectives for the site.

It is the LDA's largest direct delivery project to date and aims to provide high quality and affordable homes using State land. The proposed development will consist of apartments, duplexes, and houses, in building sizes ranging from 2 to 7 stories.

The range of homes provided will accommodate people at all stages of life including families and older residents. The development will also involve extensive facilities for residents and the wider community, including a community centre with indoor sports facilities, a medical centre, a café, and a childcare facility.



### **Progress during 2023**

The planning application was submitted in March 2022 accompanied by a full Environmental Impact Assessment Report (EIAR). The plans prioritised the inclusion of publicly accessible green spaces including play areas, extensive greenways, and enhancement of the existing walled garden. Biodiversity will be prioritised, with preservation of the vast majority of the site's existing mature trees and supplementary planting.

The Masterplan sets out a phased approach to the redevelopment of the whole site, including the sensitive adaptive reuse of the existing hospital building as a future phase. The proposed development aims to open a part of Dublin that has been closed for 170 years. Parts of the hospital's existing perimeter wall will be removed to improve public access and permeability.

The HSE vacated the site in February 2023 and the LDA was granted planning permission for 852 homes on the site in May 2023, incorporating 819 apartments, 15 duplexes, and 18 houses.

### Plans for 2024

A judicial review was filed in July 2023, with a hearing anticipated to take place in the second half of 2024.

### **Castlelands,**Balbriggan

817<sub>Homes</sub>

Castlelands is a greenfield site overlooking the Irish Sea, located in the townlands of Hampton Demesne, Kilsough North and Balbriggan, Co. Dublin and was made available to the LDA by the Housing Agency.

The LDA is proposing a strategic housing development at this site consisting of 817 residential cost rental and affordable homes across multiple tenures, in addition to public open space, a crèche, retail and office space. Central to the development is the creation of a new urban quarter, served by retail and childcare facilities with a green corridor providing connection throughout.

The LDA, Housing Agency, and Fingal County Council worked together closely on design and planning for the development, culminating in a planning application being submitted in April 2022.

27



### **Progress during 2023**

Planning permission for the scheme was granted by An Bord Pleanála on 16th March 2023. Detailed Design was progressed for the Advanced Infrastructure Works package, including extensive engagement with Uisce Eireann, Irish Rail and Fingal County Council. Pre-Qualification activity for the Infrastructure Contractor was commenced in July 2023.

### Plans for 2024

Phase 0 infrastructure to be tendered in the first half of 2024. Following this, a preferred main contractor will be appointed and activity on-site will commence – both planned to take place in the second half of 2024.

### **1. Direct Delivery Portfolio**

### **Donore Project** St Teresa's Gardens

**543** Homes

The redevelopment of the former St. Teresa's Gardens lands in Dublin 8, adjacent to the historic Liberties, is being progressed by the LDA and Dublin City Council in partnership.

The project will progress the redevelopment of this site to deliver 154 social and 389 cost rental homes across a mix of accommodation types as part of a comprehensive plan to create a sustainable and integrated community in this area. The proposals also feature arts, culture and community spaces including a proposed crèche, care/retail unit and mobility hub to support this growing neighbourhood.

In tandem with the semi-private open spaces for residents, the proposed development will see public open spaces and recreational facilities designed to complement neighbouring developments.

The LDA led the project through the planning process to submission of the planning application in December 2022, which has been subject to detailed consultation at each key stage of design development.

Looking forward, the LDA and Dublin City Council will work with other stakeholders to develop an optimum funding and delivery plan for this strategic site, which will be subject to all required statutory approvals.



### **Progress during 2023**

The planning application for the development of 543 homes in addition to a crèche, commercial/retail space, community/cultural/arts space and associated public open space, was granted permission in June 2023.

The next step for the project is to advance a more detailed design phase. A prequalification for main contract tender was issued in late 2023.

### Plans for 2024

Project to be tendered to a prequalified list of main contractors. Fire Safety and Disabled Access Certificates to be secured for the individual buildings. Preferred contractor to be appointed to deliver the overall development and construction targeted to commence on site December 2024.

28

### Cromcastle, Dublin

14-6 Homes

The Land Development Agency in partnership with Dublin City Council (DCC), are developing Cromcastle Project, a new scheme aiming to deliver 146 affordable homes and social homes to Dublin 5.

The development proposes the construction of 146 new residential homes (both cost rental and social) with additional Community, Arts and Culture space.

Public and stakeholder input was sought during the consultation phase and the design has been updated to reflect feedback from the public.





Plans for the site will be developed in phases and will include both housing and commercial units. The overall housing capacity of the lands is estimated at 1,100 homes.

The proposed Phase 1 consists of 547 cost rental and 161 social housing homes and also includes a landscaped public open space encompassing a plaza and playground amongst other amenities. The proposed homes will be A-rated and completed to meet high energy efficiency and sustainability standards.

Extensive public consultation was undertaken in relation to the proposed development, with feedback from locals, representative groups, and other stakeholders included in the planning application.

### **Progress during 2023**

A planning application for 708 cost rental and social housing homes at Cherry Orchard Point was made in December 2023.

### Plans for 2024

A planning decision is due in June 2024 for the 708 homes and associated spaces.

A second Part X planning application, Phase 2, to An Bord Pleanála consisting of approximately 150 new own-door affordable for sale homes is targeted for Q3 2024.

The next step for the project is to advance a more detailed design for Phase 1 and a delivery strategy followed by the same for Phase 2.

### **Dyke Road,** Galway

**220** Homes

The Dyke Road site forms part of a strategic brownfield landbank located on the edge of Galway City Centre which has been identified for comprehensive redevelopment by Galway City Council (GCC) and which presents a unique opportunity to provide a residential-led development with linkages to the established City Centre.

In partnership with GCC, the LDA proposes to bring forward regeneration plans for a residential-led mixed use development on the site which has an estimated housing capacity of 220 homes.





The project team was procured and appointed to advance the preparation of a site Masterplan and a Stage 1b design and planning application for residential development on Phase 1 of the site. In September 2023, the LDA and GCC entered into a Letter of Agreement to advance the Masterplan, which includes commercial, cultural and community uses in addition to the residential-led regeneration proposals within Phase 1.

### Plans for 2024

The team is targeting finalisation of Stage 1a in Q1 2024, after which, stage 1b design activities will progress, with a targeted planning submission in Q4 2024.





### 2. Project Tosaigh

### Affordable for Sale – Illustrative schemes

Affordable for sales schemes delivered in conjunction with the relevant Local Authorities, including:

Mallow, Co. Cork (95 units)

Navan, Co. Meath (50 units)

Kilbarry, Co. Waterford (92 units)

Going forward, the LDA intends to facilitate additional delivery channels under the Project Tosaigh programme through forward funding arrangements, where the LDA will buy a site from a developer and enter into a development and funding agreement, where the LDA funds the construction of cost rental homes by that developer.

By the end of 2023, the LDA had completed the delivery of approximately 1,000 homes through the Project Tosaigh Programme. Through this initiative and subject to funding, the LDA expects to deliver 8,000 homes by 2028 in addition to those planned for delivery from its existing portfolio of State-owned or other acquired land.

37





### 2. Project Tosaigh

Sample of Kitchen living room layout

Project Tosaigh Case Study

### **ARCHERS WOOD**

Delgany, Co. Wicklow

Archers Wood, Delgany, was the first LDA cost rental scheme delivered under the Project Tosaigh Programme. In association with Cairn Homes, 142 homes were offered for rent in this north Wicklow location, 48 in the first two phases (2 and 3 bedroomed duplexes), followed by 94 one bed apartments in phase 3 (April 2023).

The homes at Archers Wood are exceptionally well designed and supplied unfurnished with fully fitted kitchen and white goods, integrated wardrobes, bathroom fittings, blinds, and flooring throughout. Highly efficient A2 rated home heating and hot water is supplied via individual exhaust air heat pumps located in each unit. Heating is delivered via low temperature wall mounted radiators with thermostatically controlled heating zones per unit. These 'state of the art', 'always on', systems are designed to be efficient and provide high levels of occupant comfort.

Cost Rental is a new housing tenure created under the Affordable Housing Act 2021. It offers a long-term, secure rental option and contributes to the development of a sustainable housing market in Ireland, providing choice across all tenures. The rent on these homes is based on the cost of building, managing, and maintenance and all cost rental rents are below market rents in the area in which the scheme is located.

THE LAND DEVELOPMENT AGENCY DAC

Sample of living room layout

OUR STRATEGY IN ACTION

44

The homes at Archers Wood are exceptionally well designed and supplied unfurnished with fully fitted kitchen and white goods, integrated wardrobes, bathroom fittings, blinds, and flooring throughout.

### **Project Tosaigh Partnerships**

### Project/Location Delivery Partner Homes

1	Hansfield, Dublin	McGarrell Reilly	247	
2	Clonmore, Mallow, Cork	O'Flynn	95	
3	Kilbarry, Waterford	Whitebox	92	
4	Delgany, Wicklow	Cairn	142	
5	Citywest, Dublin	Harcourt	55	
6	Citywest, Dublin	Cairn	236	
7	Citywest, Dublin	Cairn	133	
8	Leixlip, Co Kildare	Cairn	<b>73</b>	
9	Castletroy, Limerick (Terms Agreed)	Cairn	81	
10	Cookstown, Tallaght	Willow Street Capital	204	
11	Dun Óir, Kilternan, Dublin	B&C Contractors	86	
12	Hollystown, Dublin	Glenveagh	69	
13	Navan, Co Meath	Glenveagh	50	
14	Adamstown, Dublin	Quintain Ireland Ltd	392	
15	Parkside, Dublin (Terms Agreed)	Cairn	210	
16	Horgan's Quay, Cork (Terms Agreed)	Bam/Clarendon	302	
17	Crown Square Galway (Terms Agreed)	JJ Rhatigan	345	



### 3. Strategic Areas

### Digital Hub, Dublin 8

The Digital Hub forms part of the Strategic Development and Regeneration Area (SDRA) 15 in Dublin 8, west of the city centre.

The LDA has taken the lead role for the masterplanning of the Digital Hub Lands, a first, key step in the redevelopment of these State lands to provide new mixed tenure affordable homes. The inclusion of accommodation for enterprise and commerce, combined with amenity, cultural, community and open spaces aims to realise tangible social, economic, and community benefits in The Liberties.

This regeneration project will see transformation of heritage assets into a vibrant, new sustainable community, centred around new build residential-led regeneration. The exact nature and extent of proposed uses will be determined as part of the planning applications in line with the approved Development Strategy.



following which, the project team was procured stage which seeks to implement the approved Development Strategy.

### Plans for 2024

The Design Team have progressed design studies for each of the plots within the Masterplan and a series of options will form the baseline for Stage 1a. During 2024, the team will continue design activities on all plots across the masterplan, with the intention of preparing and submitting an enabling application on Plot C. The team will also finalise Stage 1a during the course of 2024 on all plots and advance towards Stage 1b on Plots A & B. Land Transfer discussions will also continue, alongside continued stakeholder engagement.



### 3. Strategic Areas

### Inchicore, Dublin 8

The Córas lompair Éireann (CIÉ), Electricity Supply Board (ESB) and Office of Public Works (OPW) lands at Inchicore are listed in the Government's 'Housing for All' Plan (2021) for transfer to the LDA for housing-led regeneration. The LDA is actively engaging with the relevant landowners to better understand operational requirements, consolidation and relocation opportunities and the phased release of some lands for affordable housing led mixed use regeneration.



### **Progress during 2023**

During 2023 there has been stakeholder (landowner) engagement and work on technical baseline studies ongoing.

### Plans for 2024

In 2024, the LDA will be commissioning a broad range of surveys and analysis to establish technical, environmental and infrastructure considerations needed to inform future public consultation, wider stakeholder engagement and an iterative masterplanning process.

### 3. Strategic Areas

### The Sandy Quarter, Galway

The Land Development Agency, in partnership with Galway City Council (GCC), has prepared a Spatial Framework for lands bounding Sandy Road, Galway.

The future development of a new urban quarter at Sandy Road will focus on optimising brownfield and underutilised areas.

Ceathrú an Ghainimh – The Sandy Quarter will have a strong sense of place for the entire local community. The Quarter will be easy to navigate via new pedestrian and cycle routes which will create a walkable neighbourhood providing for a new local main street with active frontages and new community facilities and sparking renewed growth across the entire area.



The objective of the Spatial Framework is to develop the following three structuring principles for the development of a new mixed-use neighbourhood at Sandy Road:

- A comprehensive vision;
- Masterplanning themes; and
- Key principles and guidelines.

### **Progress during 2023**

The first step towards delivering the transformative potential of the Sandy Road area was the preparation of a Design Review which was commissioned by the LDA and was run by the Royal Institute of Architects of Ireland (RIAI) to provide high-level, blue-sky visions for the site together with indicative views on the possible site capacity.

The future development of a new urban quarter at Sandy Road will focus on optimising brownfield and underutilised areas in order to deliver on the vision established in the Design Review.

The draft Spatial Framework was developed for public consultation during 2023.



### 3. Strategic Areas

### The Colbert **Quarter,** Limerick

The Land Development Agency published the Spatial Framework for The Colbert Quarter in Limerick in December 2022. This Spatial Framework sets out a vision for the area with principles to guide its future development, aligning with key objectives and policies within the Limerick Development Plan 2022-2028. It also supports and aligns with the ambitious growth plans for Limerick for compact urban growth and optimising brownfield land as set out in the National Planning Framework.

The Colbert Quarter project will transform this part of Limerick city, incorporating new urban districts to be developed over time delivering potentially 2,800 homes in addition to commercial floorspace and public spaces alongside sustainable transport options.



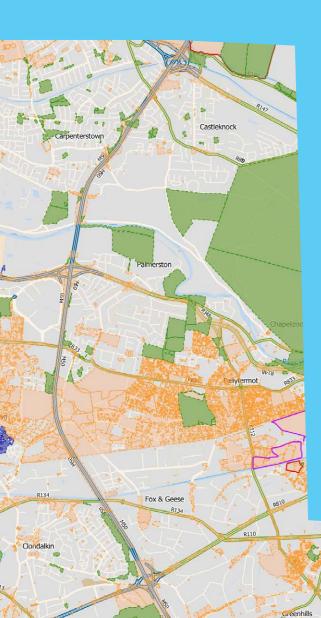
### **Progress during 2023**

During 2023 an Infrastructure Development and Delivery Plan (IDDP) was developed and a Masterplan for HSE Lands developed with consultation held during Q4 2023. In addition, the extent of the HSE lands for transfer were agreed with the HSE and the process of due diligence for transfer is progressing.





# Theme 2 Expand Land Capacity



### Goal

To lead a focused approach to strategic land assembly to ensure a consistent pipeline of sites in areas of greatest demand.

### **Progress**

The LDA is focused on developing a longterm approach to the strategic pipeline development and management of State land to expedite the provision of affordable and social homes, with a key objective to secure a stable landbank to facilitate the continuous development of communities and homes in line with demand.

Supporting the achievement of these goals includes publishing the Report on Relevant Public Land – the first of its kind – and which builds on the previously developed Register of Relevant Lands, a comprehensive public register of all lands owned by public bodies in towns with populations exceeding 10,000.

In addition, the LDA is exploring opportunities to purchase land from private landowners to supplement its State Lands programme and to help accelerate its objectives in delivering affordable housing in the short term.

Updates and progress in relation to this theme's goal and objectives during 2023 are provided below.

### **Activity Completed During 2023:**

### Report on Relevant Public Land

Public land is a very important asset for the State, allowing it to provide a host of services and functions and to plan for the future of the nation. The Land Development Agency Act 2021 requires the LDA to produce a Register of Relevant Lands and a Report on Relevant Public Land. Both of these tools facilitate the identification and assessment of the potential of relevant public land to provide affordable housing both now and in the future.

The Register of Relevant Lands is a public web map showing all relevant public lands. It is a requirement of the LDA Act 2021 that the Agency establish and maintain a register of all relevant public land and land owned by the agency or a subsidiary DAC. The LDA will continue to update the register as required.

The first Report on Relevant Public Land, finalised and published in 2023, is designed to serve as a strategic and on-going process to assess the potential of underutilised Stateowned lands and to support building a pipeline of potential land for the provision of affordable housing into the future.

The Report uses the Register of Relevant Lands to identify and assess public land that could potentially be used to develop housing and deliver compact urban development and regeneration. The methodology for identifying land involves a number of steps. It filters out public land that is unlikely to be

suitable for housing, and assesses planning, environmental and other land characteristics to determine suitability for housing delivery. The Report identified 83 parcels of land and assessed them as having the potential to deliver up to 67,000 new affordable homes over the medium to long term, across 10 cities and regional towns in Ireland.

The LDA will provide further reports on public land to Government at least every two years. To ensure a priority focus on areas of greatest need and projected future growth, the first report focused on the five cities (Dublin, Cork, Limerick, Galway and Waterford) and the five regional centres (Drogheda, Dundalk, Athlone, Letterkenny and Sligo). In total, these cities and growth areas account for approximately 75% of the relevant public land identified nationally. This is consistent with the National Planning Framework objectives to achieve compact and sustainable growth and balanced regional development. The remaining settlements with a population of over 10,000 will be considered as part of the LDA's next report to Government, to be published in 2024. This will include consideration of all the 25% remaining relevant public land.

#### Private Land Acquisition Initiative

To build a land pipeline in support of the future housing delivery trajectory, the LDA is working with public bodies to identify land suitable for the delivery of largescale housing developments in the immediate, medium, and longterm, including complex strategic parcels of land owned by the State.

In addition, the LDA is exploring opportunities to purchase land from private landowners to supplement its State Lands programme and to help accelerate its objectives in delivering affordable housing in the short term. This ongoing land acquisition programme will support and supplement the LDA's objective of increasing its annual output of homes through direct delivery mechanisms.

An initial Expressions of Interest Process commenced in June 2023 and proposals were assessed according to a range of criteria including location, transport adjacency, scheme size, planning status, design and operational cost efficiency, and value for money. Proposals for higher density homes in the five main cities of Dublin, Cork, Limerick, Galway, and Waterford were prioritised.

During 2023, approximately 60 submissions satisfying the specified criteria were made. A number have progressed to detailed due diligence and may contract in 2024.



### Theme 3

### **Build Collaboration**



### **Activity Completed During 2023:**

### Community and Stakeholder Engagement Strategy

In progressing its plans and proposals, the LDA promotes a proactive and inclusive approach to community and stakeholder engagement, starting from the earliest stages in the planning and design process, through to construction and eventual occupation of a housing scheme.

The LDA supports proportionate engagement processes, aiming to provide opportunities to hear the views of communities at key stages. The LDA believes that adopting this ethos will support improved design and planning outcomes, and ultimately the delivery of sustainable, inclusive developments that are well integrated with existing communities.

The views of stakeholders are diverse—the LDA is committed to finding resolutions that balance common concerns and reflect the wider public interest in a manner consistent with the goal to build sustainable and affordable housing developments. The Agency adopts a tailored, project specific approach to each community and stakeholder engagement process it undertakes. The scale, scope and methods applied vary according to specific requirements and conditions.

A 'Community and Stakeholder Engagement Strategy' (CSES) has been documented with the intention of demonstrating the LDA's ethos and commitment to developing communities and placemaking. It sets out the purpose, role, and function of the LDA and provides information to the public on when and how they can engage with the Agency on its projects.

### CSES Objectives

Through this Community and Stakeholder Engagement Strategy (CSES) and on all LDA projects, the Agency is committed to working alongside communities and stakeholders to achieve its central goal of delivering new homes. To this end, there are three objectives driving our CSES:

To inform the public on the purpose of the LDA, our plans and projects, and our commitment to meaningful engagement, placemaking sustainable communites and quality standards.

To communicate effectively with the public, build understanding and provide opportunities for engagement during key stages. This means listening to and carefully considering the views and suggestions of community stakeholders as we plan and design our developments.

To inform the public on the purpose of the LDA, our plans and projects.

### Engagement Principles

Our Engagement Principles help us to shape how we plan, develop, and deliver our developments, and help us to make better decisions throughout this process.



### **Transparent**

The LDA maintains a transparent planning and design process. Clear updates on plans and projects are made publicly available at regular intervals and on request to all interested parties.

### **Time**



The LDA takes the time to engage with communities and stakeholders. Time is allowed for the public to review plans at key stages. We want to hear their views at opportune times in a plan or project lifecycle so that design processes can be tailored to address issues raised and incorporate suggestions, where it is appropriate to do so. This will contribute to more efficient planning and design processes and ultimately will result in more successful, integrated, and sustainable developments.

### **Inclusive**



The LDA aims to reach all members of the community so that interested parties and groups have opportunities to express their views on plans and projects. It is the Agency's belief that inclusive engagement processes contribute to more inclusive, integrated developments.

### **Feedback**



The LDA aims to be accountable in terms of how key areas of feedback have been considered and have potentially informed the design development process. Public views on development projects are often wide ranging and diverse. The Agency has a responsibility to balance issues raised and reflect decisions back so that the public understands how its diverse concerns were considered.



#### Our responsibility to engage



We recognise our responsibility to work with local partners to create sustainable and inclusive communities that are well integrated with and connected to existing neighbourhoods. Most of our sites are situated in busy towns and cities where people live, work, and play. We want to further enhance these areas and contribute to their vibrancy.

#### We appreciate your support



We are proud of the essential role our agency will play in improving access to housing for people in Ireland and we're excited to continue our work with pace. In order to design, construct and manage our plans and projects, we need the support of our neighbours and the wider communities in which our homes will be delivered. We acknowledge the challenges that large home building programmes can bring. We want to work with communities in overcoming any challenges met along the way, to ensure our planning, design, construction, and management processes are successful, with minimal adverse short-term impacts, and no long-term adverse impacts.

#### Moving beyond statutory requirements



The LDA abides by all statutory consultation processes embedded in the planning system. However, we are dedicated to engagement processes that move beyond statutory requirements to consult. The Agency undertakes proportionate voluntary engagement with interested parties at opportune stages in a strategic plan or development project process - not limited to mandatory consultation requirements.

#### **Acting on LDA Principles**



The LDA has a responsibility to create sustainable communities, that support enhanced quality of life, social inclusion, improved public spaces & amenities and integration with the locality. A key principle of the engagement strategy is to be inclusive in all we do – the Agency wants to reach a wide demographic and hear the views of all members of the community irrespective of gender, marital status, family status, age disability, sexual orientation, race, religion, and membership of the Traveller community.

The LDA recognises the importance of consultation and engagement in progressing plans for delivering housing and creating sustainable and inclusive communities. Meaningful engagement with communities and stakeholders will create better outcomes and greater understanding between all parties. Throughout 2023, positive consultation phases took place across many of the LDA's key projects, including:

PEAR TREE CROSSING at Digital Hub

An initial consultation process on the vision and aims for the area was launched in April 2022, which has been followed by ongoing communication with the community and local residents as development of the Masterplan has progressed. Consultations were carried out in the form of workshops and meetings which invited participation from all interested groups/organisations.

During the engagement period, over 100 meetings and workshops took place, with over 120 people attending in person. In addition, many individuals and local groups added formal submissions via alternative communication channels, resulting in a range of ideas and suggestions being provided for this historic site. A full report on the consultation was published in March 2023.

Community and Stakeholder **Engagement** 



100+ Meetings



120+ meeting particpants



230+ Stakeholders



Coverage on: Irish Times /Extra.ie/The Journal/ Radio Nova/98FM

The engagement process documented in this report covers the period from the publication of the Draft Masterplan on 17th October 2022 through to January 2023.

The consultation activities comprised a series of meetings and workshops conducted over this period, as well as communications and submissions received by email and phone.

This report is to inform the LDA and design team of important feedback received during the engagement process. It also provides a public record of the engagement process.



### SANDY QUARTER

The Sandy Quarter, Galway

ublished February 2024

ANNUAL REPORT - 2023

Community, Stakeholder Engagement Plan

Spatial Framework

In partnership with Galway City Council, the LDA launched the Sandy Quarter plans and consultation in Spring 2023. The stakeholder engagement process began with strong advertising and promotion in the locality and included the launch of a full project website with supporting communication channels to all stakeholders. Feedback received via consultation activities including public meetings, workshops, and monitored communication channels, was collated in a final Consultation Report which will form part of the Spatial Framework due to be published in 2024.

50+ Emails received

5,237+
Website visits

15+
Direct
stakeholder
meetings

6 Drop in clinic sessions

150+

engaged

**The Sandy Quarter, Galway** Ceathrú an Ghainimh

LDA

COLBERT QUARTER

St. Joseph's

Colbert Quarte

Community, Stakeholder Engagement Report St. Joseph's Master Plan



44

Colbert Quarter is being designed with a view to creating a sustainable and flourishing new urban quarter for Limerick, offering vibrant, compact neighbourhoods with a focus on affordable housing in a well-connected environment.

In November 2023, a phase of public consultation was launched to coincide with the publication of the Draft Masterplan. Prior to the public launch, extensive consultation was undertaken with key partners including the HSE, Limerick City and County Council, and others. The Consultation report will be published in 2024 ahead of the final Spatial Framework.



**Corrib Causeway** corribcauseway.ie Aerial image of site

### BLUEBELL WATERWAYS



Looking forward to 2024, the LDA, in partnership with Dublin City Council, will launch 'Bluebell Waterways', a new residential project in the heart of Bluebell, Dublin 12 aiming to provide much-needed social and affordable homes, along with community amenities.

In the west of Ireland, in partnership with Galway City Council, the LDA will launch Corrib Causeway. The Corrib Causeway project proposes to bring forward regeneration plans for a residential-led, mixed-use development that seeks to harness and enhance the adjacent blue and green infrastructure of the River Corrib corridor.

Full consultation and stakeholder engagement will take place on both projects.



#### 'Talking about Land' Series

In conjunction with The Housing Agency and the Geary Institute of Public Policy UCD, the LDA ran a series of seven talks into early 2023 which examined how governments in other countries intervene in the management of State lands and land markets to ensure there is adequate affordable housing supply. Topics covered included why and how governments intervene in land markets, public land banking, land value tax, land value capture, public land leasing, and inclusionary zoning.

International experts shared their experiences with Irish practitioners and explored how their practices could be applied in an Irish context. Each event provided the opportunity for an international speaker to share a case study of land management in their respective country which, in return, was followed by a speaker working in housing and land management in Ireland.



#### **Corporate Social Responsibility**

NEIC: The North East Inner City (NEIC) programme is a social regeneration initiative endorsed by Government involving local communities in the NEIC, businesses and statutory agencies creating opportunities to bring about lasting positive change in the area.

The NEIC Flash Mentoring programme has been designed to provide students from six inner city schools with a series of short, low pressure, one-time meetings with a range of experienced professionals from a variety of backgrounds, careers, and industry sectors. A core objective of the programme is to give students an opportunity to learn more about a range of career options with a focus on both widening and raising aspirations, together with assisting students to build professional networks.

LDA colleagues participated in this programme during 2023, providing one-to-one mentoring to students and supporting their career development.

During 2023, the LDA also held regular events to support a range of charities including Laura Lynn, Women's Aid, the Irish Cancer Society, and the National Alzheimer's Association.

Looking ahead, the LDA plans to offer work placement opportunities to secondary school students and will continue to support a number of select charities.





## Theme 4 Find Ways

### Goal

To foster innovation and enhance capability in the housing system to facilitate the ongoing delivery of affordable, low carbon, and climate resilient development designed to meet the public's needs in an efficient and sustainable manner.

### **Progress**

The LDA has progressed the development of its Sustainability Strategy during 2023 which is focused on promoting low Carbon housing and sustainable community development, and ensuring that the LDA's activities align with, and meet, evolving climate and sustainability legislation at both EU and National levels. The following provides an overview of activity completed during 2023.



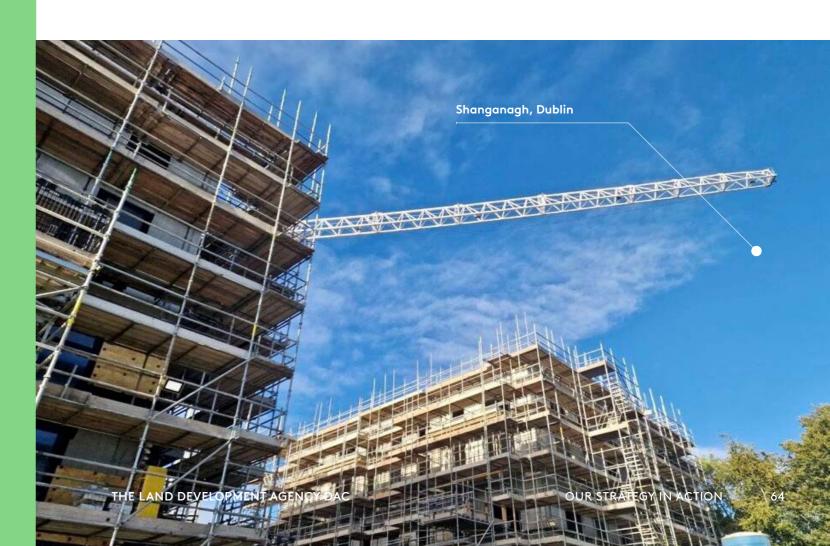
### **Activity Completed During 2023:**

### Sustainability

During 2023, the LDA continued to use the Home Performance Index (HPI) to assess its development projects. Version 3.0 of HPI was launched in January 2023 and is closely aligned with the EU Taxonomy which is a key strategic requirement for the LDA. All LDA-led development projects have been registered with HPI and all projects are currently on track to achieve certification.

The LDA has in place a Sustainability Working Group to ensure that sustainability is considered and integrated across all functional areas, in line with statutory obligations and strategic ambitions. The Group also monitors and reports on evolving policy and legislation relating to climate action and sustainability, and how this impacts the Agency's activities.

Work continued during 2023 to develop the LDA's Sustainable Development Policy and Strategy. These are being developed with input from the LDA Board and Executive Management Team and are expected to be finalised and published in 2024. The Policy is expected to outline core strategic objectives from a sustainability perspective, focused around reducing embodied and operational Carbon, promoting water stewardship, optimising sustainable land-use and mobility, enhancing biodiversity and climate resilience, promoting circularity, and supporting the creation of social value.



### In addition to the above, the LDA is engaged in a range of initiatives designed to support the achievement of sustainability-related objectives including:

In partnership with Construct Innovate and Cairn Homes, the LDA has established a programme to monitor building fabric and system performance of some apartments in Delgany, Co. Wicklow, acquired by the LDA under the Project Tosaigh scheme. The research will be carried out under the Heatcheck Research Programme to build industrywide knowledge and to progress LDA strategic objectives including reducing operational carbon, improving water stewardship, and supporting tenant wellbeing. Sensors were installed in Q4 2023, and monitoring is due to commence in Q1 2024.

### In 2024, key focus areas under Sustainability will include:



Formalising and adopting the LDA's Sustainable Development Policy and Strategy which will establish the LDA's strategic priorities in this area, identify actions needed to deliver and embed these objectives across the Agency, and support the LDA's ambition of becoming a market leader in the development of affordable sustainable communities.



Developing a land-use assessment methodology for LDA pipeline sites, to include existing and planned uses and ecological and biodiversity characteristics, in support of establishing targets for enhanced biodiversity at a portfolio level.



65

Developing a Climate Action Roadmap to establish embodied and operational carbon reduction targets across cost rental and affordable for sale homes.



Formalising and implementing a Corporate Sustainability Reporting Directive (CSRD) readiness strategy for the LDA, to support future reporting by the LDA on the social and environmental risks being faced, and how the LDA's activities impact people and the environment.





Theme 5
Strengthen
Organisational
Framework



To scale the LDA's organisational capacity, structure, and size to ensure it is well-positioned to deliver its full mandate, operating responsibly and serving its stakeholders transparently and effectively.

### **Progress**

The LDA is committed to ensuring it has in place a sound risk management framework and activities during 2023 have focused on evolving and enhancing this to ensure a comprehensive approach is in place for the identification, assessment, mitigation, and monitoring of risks.

Further, the LDA anticipates incremental expansion to ensure sufficient capacity and resources are in place to manage and deliver its strategic objectives effectively and, over the course of 2023, has taken steps to adopt a planned approach to organisational development. Details of key activities are outlined below.

### **Activity Completed During 2023**

### Our People & Organisation

The LDA is committed to providing a positive and inclusive workplace where collaboration, innovation, and a focus on results is fostered.

2023 was a year of significant evolution for the LDA, in which the total number of employees grew by 60% to a total of 112. Growth was across all teams, but particularly within Delivery, Construction, Development, Strategic Planning, and Asset Management functions. These additions have continued to strengthen the LDA's skilled and diverse talent pool.

Manpower plans were developed during the year to ensure optimal resourcing is in place to support future delivery of the LDA's strategic goals and objectives.

The LDA is committed to the continued professional development of our key asset – our people – and took steps to support colleagues pursuing training and development opportunities during 2023, including through the Education Support Scheme, and the provision of training opportunities by subject matter experts.

Looking forward, the Learning and Development team will continue to find ways to provide the best possible learning experience through a combination of in house and external training.

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### Diversity & Inclusion

The LDA is committed to providing an open and positive culture for our employees and all those who work in our organisation.

Dignity at Work acts as a foundation to guide how we interact with colleagues, clients, and all stakeholders. Policies and procedures are in place to foster a positive, respectful, and collaborative culture within the LDA, and these have been embedded through ongoing guidance and interactive employee training sessions. We continue to partner with groups including the Open Doors Initiative and Employers for Change and will seek opportunities to enhance and grow these collaborations during 2024.







During 2023 we managed in excess of €143m of addressable spend with more than 130 suppliers.



We introduced a new operating model that enables easy access to procurement services that ensures our internal customers have access to the right people in the right place and at the right time.



We have initiated a Multi Annual Procurement Planning process where planned requirements are captured in a rolling plan.



We have developed compliant and more efficient contracting models that allow easier access to goods and services.

#### **Procurement**

The LDA has processes and procedures in place to ensure compliance with public procurement rules pursuant to EU and national legislation, circulars and guidelines.

The Procurement function with the LDA safeguards expenditure and ensures compliance with the relevant policies and procedures.

We work with our internal customers to ensure that robust and flexible contracting arrangements are in place that meet their needs and at the same time match the capacity and capability of the markets with whom we engage.

69 ANNUAL REPORT - 2023 OUR STRATEGY IN ACTION 70

# Governance & Compliance

The LDA's unique role in the land and housing system positions it to support the resolution of key, systemic challenges relating to the delivery of affordable and social housing. We are committed to serving the public and using our resources prudently, effectively, and transparently to bring about lasting positive impact.

The LDA operates as a Designated Activity Company (DAC) limited by shares and is responsible for all statutory obligations outlined in the LDA Act 2021 (as signed into law on 21 July 2021). The LDA is subject to the Code of Practice for the Governance of State Bodies (2016) and the Public Spending Code (for its non-commercial activities).

THE LDA IS COMMITTED TO **FOSTERING A CULTURE OF STRONG CORPORATE GOVERNANCE...** 

#### **Governance Performance Delivery** Agreement and Oversight Agreement



The Board is appointed by, and accountable to, the Minister for Housing, Local Government and Heritage. Governance of the LDA is overseen by its Board, which sets the broader strategic objectives of the LDA, provides leadership on key business priorities, and oversees the implementation of the LDA's functions.

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



The LDA applies the Code of Practice for the Governance of State Bodies (2016) as a foundation of its governance framework. The LDA is committed to fostering a culture of strong corporate governance and to reviewing its governance policies and procedures regularly to ensure that the LDA operates to high corporate governance standards, acts prudently, ethically and with transparency, and conducts its activities consistent with its statutory responsibilities.

#### Code of Conduct and Conflict of Interest



The LDA has adopted the procedures of the ✓ Ethics in Public Office Act 1995 and Standards in Public Office Act 2001 on an administrative basis. In addition, the LDA has developed a Code of Conduct for LDA staff and Board members. Under the Code, Board members of the LDA register their interests by way of an annual declaration.

71

#### Health and Safety



The LDA is committed to working in accordance with the provisions of the Safety, Health and Welfare at Work Act 2005, the Safety Health and Welfare at Work (General Application) Regulations 2007 to 2021, the Safety Health and Welfare at Work (Construction) Regulations 2013 to 2021 and other associated legislation. In 2023 the LDA continued to develop its health and safety policies and procedures, carry out health and safety monitoring by means of inspections/ audits and deliver appropriate health and safety training to staff.

Freedom of Information (FOI) and Access to Information on the Environment (AIE)



The LDA is a public body for the purposes of the Freedom of Information Act 2014. In addition to the provisions of the FOI legislation, information on the environment may be sought from the LDA on foot of Access to Information on the Environment Regulations 2007-2018.

In 2023 the LDA received 43 FOI requests of which 3 were granted, 26 part-granted, and 14 refused. There have been no requests received in 2023 under the Access to Information on the Environment (AIE) Regulations.

Details of activity in 2023 are provided below and can also be found on the LDA website.

#### **Communication with Stakeholders**

12
Parliamentary
Questions
Oireachtas

3100 General Queries

ANNUAL REPORT - 2023 THE LAND DEVELOPMENT AGENCY DAC GOVERNANCE AND COMPLIANCE

#### Irish Language



The Official Languages Act 2003 sets out the duties of public bodies regarding the provision of services in the Irish language and the rights of the public to avail of those services. In order to adhere to the duties outlined in the Act, the LDA has contracted external translators to ensure any relevant documentation as well as the static information on the LDA website is translated and published in a timely manner. The LDA has also produced its logo, stationery and email signatures in a bilingual format and ensures that relevant publications are published bilingually.

#### **Equality and Human Rights Duty**

ANNUAL REPORT - 2023



The LDA seeks to promote equality, to prevent discrimination and protect the human rights of its employees, stakeholders, and everyone affected by its policies and plans. The LDA is committed to ensuring that equality and human rights are considered in our day-to-day operations. The LDA is committed to strengthening its governance framework to ensure compliance with the Public Sector Equality and Human Rights Duty.

Bluebell Waterways

#### Data Protection and GDPR



The LDA is committed to complying with its obligations under the General Data Protection Regulations (GDPR) and Data Protection Acts. The LDA is a registered data controller under the Data Protection Acts.

The LDA has developed and implemented a suite of policies and procedures across all business units to support compliance with the GDPR and it continues to review and adapt these as necessary. The Audit & Risk Committee reviews the operation of the Data Protection Compliance framework. The policies and procedures were revised, approved by the LDA Board in December 2023, and subsequently rolled out to staff in the LDA.

Other key items in place are the organisation's privacy statements (available on www.lda.ie) which provide service users with an understanding of how the LDA uses and protects data. The LDA has in place an inventory detailing the lifecycle of personal data (record of processing).

#### In 2023 the LDA:



Reviewed and updated data processing agreements and joint controller agreements as necessary.



Competed four data

protection impact assessments and one legitimate interest assessment.



Held ten awareness and training sessions

# Our Board

# As at 31 December 2023, the Board of The Land Development Agency DAC comprised:



Cormac O'Rourke



John Coleman CEO and Board Member



Michelle Norris Board Member



Brian Keogh Board Member



Geraldine Smith Board Member



Ann Markey Board Member







78

Seamus Neely Board Member

# Financial Statements Year ended

**31 December 2023** 

Directors and Other Information	80
Directors' Report	81
Governance Statement	91
Statement on Internal Control	101
Directors' Responsibility Statement	107
Comptroller and Auditor General Report	108
Forvis Mazars Audit Report	110
Financial Statements	113
Income Statement	114
Statement of Comprehensive Income	115
Statement of Financial Position	116
Statement of Changes in Equity	117
Statement of Cash Flows	118
Notes to the Financial Statements	119

### THE LAND DEVELOPMENT AGENCY DAC

# Directors and Other Information

Directors	Cormac O'Rourke
	John Coleman
	Michelle Norris (31 December 2023)
	Seamus Neely
	Brian Keogh
	John O'Connor
	Geraldine Smith
	Ann Markey
Registered Office and Business Address	The Land Development Agency DAC
Registered Office and Dusiness Address	4th Floor Ashford House
	Tara Street
	Dublin 2
	D02 VX67
Company Secretary	Bradwell Limited
	10 Earlsfort Terrace
	Dublin 2
	D02 T380
Company Number	710453
Auditors	Forvis Mazars (formerly Mazars)
	Chartered Accountants and Statutory
	Audit Firm
	Harcourt Centre
	Block 3
	Harcourt Road
	Dublin 2
	D02 A339
	Committee and Auditor Commit
	Comptroller and Auditor General
	3A Mayor Street Upper
	Dublin 1
	D01 PF72
Bankers	AIB
	1-4 Lower Baggot Street
	Dublin 2
	D02 X342
Website	www.lda.ie
Email	info@lda.ie

#### THE LAND DEVELOPMENT AGENCY DAC

# Directors' Report

for the year ended 31 December 2023

The Directors of The Land Development Agency DAC (referred to hereinafter as the "LDA", the "Agency" or the "Company") present the report and audited financial statements of the Company for the financial period 2023, from 1 January 2023 to 31 December 2023 ("the financial period", "the period" or "the year").

#### THE COMPANY

The Company was established pursuant to the Land Development Agency Act 2021 (the "Act"). The Company was incorporated in Ireland on 20 December 2021 and commenced trading on 31 March 2022. On that date the Company became the successor operating entity to the previous Land Development Agency, which was the interim entity formed pursuant to The Land Development Agency (Establishment) Order 2018, S.I. No 352 of 2018, as amended by Land Development Agency (Amendment) Order 2018, S.I. No 603 of 2018, as amended, and was dissolved on 31 March 2022. All assets, liabilities, staff and functions of the predecessor entity were transferred to the Company in accordance with the Act.

The ultimate beneficial ownership of the Company is held by the Minister for Public Expenditure, National Development Plan Delivery and Reform by means of 924 million nominal shares and the Minister for Housing, Local Government and Heritage by means of 1 million nominal shares.

#### PRINCIPAL ACTIVITIES

The principal activity of the Company is to facilitate the acquisition and development of land and affordable and social housing for rental or onward private ownership. The Company provides property planning, design, construction and management services in the Republic of Ireland to achieve this objective.

The Company is in the process of acquiring and developing housing of which the final output consists of either social or affordable homes. Social units, once completed, will be sold by the Company to relevant local authorities for onward supply to social housing applicants.

Affordable homes consist of either affordable for sale or cost rental units. Affordable for sale units provide for the sale of affordable homes to eligible applicants on moderate incomes. The Company works in partnership with local authorities across the state who facilitate this process and source eligible applicants.

Cost rental is a new form of long-term sustainable home rental targeted at middle-income households with incomes above the social housing limits. Under the cost rental model, rents for homes are set to cover only the cost of financing, building, managing and maintaining the homes. Once completed, the Company maintains ownership of these units and rents directly to eligible applicants.

The Company also carries out public functions including the preparation of masterplans and assembly of publicly owned and other land for coherent compact development, thereby supporting Government policy including the National Planning Framework.

Commercial functions including capital investment related to land acquisition and housing development are funded from the paid-up share capital of the Company. The public functions such as the preparation of the Report on Relevant Public Lands are funded separately by way of Oireachtas grants.

#### **BUSINESS REVIEW**

The Chairperson's and Chief Executive Officer's Statement in the Annual Report outlines the development and performance of the Company during the year and significant events that occurred during that period. Further information on the Agency's strategy, business model and operations is provided in the Business Review section of the Report.

# THE LAND DEVELOPMENT AGENCY DAC Directors' Report

(continued)

for the year ended 31 December 2023

The Company has identified the following principal risks which may adversely affect the achievement of its objectives.

Risk Name	Risk Description	Risk Mitigation
Funding Availability, Source and Structure	The risks related to the availability, source and structure of funding for multi-year projects required to deliver the Company's business plan.	<ol> <li>Robust financial processes including budgeting, procurement and investment appraisal ensures the Agency limits housing delivery activities (e.g. Cost Rental delivery) to align with available funding;</li> <li>Continued engagement with the Department of Housing, Local Government and Heritage ("DHLGH") and NewERA in the delivery of the Housing For All policy;</li> <li>Participation in the Secure Tenancy Affordable Rental Investment Scheme; and</li> <li>An ongoing process of monitoring and assessing sources of funding consistent with the Company's mandate as appropriate.</li> <li>Monitoring of cumulative capital commitments against available funding.</li> </ol>
Land Supply and Availability	The uncertainties regarding the availability and/or lack of supply of suitable (public and private) lands for purchase by the Company for development.	<ol> <li>The Company operates a range of activities intended to support mitigating this risk:</li> <li>Public campaigns inviting private landowners to express interest in selling privately-owned sites to the Company for the delivery of affordable housing;</li> <li>Each site is considered and subjected to initial assessments, legal and technical due diligence and development strategic review which provides an in-depth analysis of the potential of each project;</li> <li>Dedicated sites acquisition specialists are assigned to develop a pipeline of lands for development;</li> <li>Multi-faceted approach to land pipeline development that recognises and considers the range of interests of sector participants; and</li> <li>Detailed and rigorous review of potential projects including Executive, Board and sub-committee scrutiny and oversight.</li> </ol>
Viable and Timely Planning Permissions	Risks arising from the Agency being unable to secure timely planning permissions including impacts associated with judicial reviews on scheme design, viability and the development pipeline for delivery.	<ol> <li>To support planning permission risk treatment the Agency employs the following best practices:</li> <li>A Strategic Planning team of experienced planners has been established within the Agency and advises Architect Led Design Teams ("ALDT") and supports project development and delivery;</li> <li>The Agency utilises learnings from planning and appeal decisions and judicial review judgements to inform the strategy and approach to future applications;</li> <li>Project Planning Strategies are developed by the ALDT for each project and validated by the Agency's Strategic Planning Team;</li> <li>Planning application submissions are subjected to a rigorous review process and subject to executive management review; and</li> <li>Each project undergoes a regular and formal Development Strategic Review ("DSR") process. The DSR supports planning permission risk identification and management.</li> </ol>

### THE LAND DEVELOPMENT AGENCY DAC **Directors' Report** for the year ended 31 December 2023

(continued)

Risk Name	Risk Description	Risk Mitigation		
Programme Delivery	The risks associated with delays outside of the Company's influence and control including	The Company approaches mitigation of this risk by:  1. Implementing a land acquisition and development process aligned with established good practice and reflecting the Company's unique		
	dependencies on enabling infrastructure and receiving timely approvals for projects to proceed.	operating environment;  2. Each site is considered and subjected to initial assessments, legal and technical due diligence and strategic review which provides an in-depth analysis of the potential of each project;		
		<ol> <li>Support for further education, training and coaching across the organisations at all levels including the CEO and EMT as a mechanism to support the ongoing development and retention of key talent;</li> </ol>		
		Each project is considered and goes through a development strategic review process to identify the source of potential external risks and delays; and		
		<ol> <li>Project management best practices employed to manage stakeholders, provide project oversight, foresee and mitigate challenges.</li> </ol>		
		6. Support for further education, training and coaching across the organisations at all levels including the CEO and EMT as a mechanism to support the ongoing development and retention of key talent;		
Housing Policy and	The challenges to deliver the Company's targets in cost	The Company's mitigating actions include:		
Regulatory Environment	rental, affordable housing, lettings policy and asset management while:	Participating in the Secure Tenancy Affordable Rental Scheme which aims to address viability challenges by providing equity investment to cost rental projects;		
	Complying with the cost	Efficient Company structures and processes to achieve cost efficiencies and support viable cost rental projects; and		
rental and affordable for sale regulations;  • Managing construction cost uncertainties; and • Accurately forecasting budgets, costs and yields.		<ol> <li>Continuing to provide information, insights and learnings to governmental stakeholders on cost rental regulations with the aim of minimising potential barriers to access for development schemes.</li> </ol>		
Cost Rental Portfolio	The challenges associated with bringing rental properties to the market at scale, ensuring compliance	The Company views tenants as key stakeholders and employs a range of measures to help mitigate the risks associated with leasing properties to tenants:		
	with laws and regulations and providing quality professionally managed homes for tenants.	<ol> <li>Initial Handover from Developer - prior to handover to the Company each development undergoes a detailed technical due diligence and snagging handover process to ensure it is compliant and ready for tenants;</li> </ol>		
		Tenant Selection - a regulatory compliant and efficient cost rental scheme application process ranks self-declared eligible candidates at random via a lottery for detailed eligibility checking;		
		<ol> <li>Prospective Tenant Assessment - prospective tenants are assessed by Property Services Regulator licenced property professionals under the eligibility criteria set out in the Affordable Housing Act 2021 and in compliance with Residential Tenancy Board guidance;</li> </ol>		
		Letting - managed by external licenced Property Managers, tenants are provided with leases, registered with the Residential Tenancy Board, issued keys etc. and enter in-life tenancy management;		
		<ol> <li>Tenancy and Property Management – licenced Property Managers manage tenants and the properties during the lifetime of the leases. This includes planned preventative and reactive property maintenance schedules to maintain the quality of the accommodation;</li> </ol>		
		6. Re-Letting - where applicable, an efficient re-letting process ensures voids and maintenance costs are minimised; and		
		<ol> <li>Monitoring and Reporting - Property Managers report to the Company on a range of performance metrics including income and expenditure reports, rent and deposit reconciliations.</li> </ol>		

#### THE LAND DEVELOPMENT AGENCY DAC Directors' Penart

#### (continued)

Risk Name	Risk Description	Risk Mitigation
takeholder Ingagement Ind Collaboration	The risks resulting from a significant reliance on the support of multiple external stakeholders are stakeholders.	The Company recognises the importance of effective engagement, collaboration and where appropriate, oversight in the mitigation of stakeholder related risks.
	governmental entities, developers, contractors,	Governmental Entities
	suppliers, communities, etc. to deliver the Company's mandate, strategic priorities and projects.	<ol> <li>The Company's stakeholder engagement approach strikes the balance necessary between fulfilling its mandate (as set out in the LDA Act 2021), meeting shareholder expectations as a commercial state sponsored entity and complying with its obligations as a designated activity company;</li> </ol>
		<ol> <li>The Company engages regularly and pro-actively with key decision makers within central and local government and state agencies (e the Housing Agency); and</li> </ol>
		<ol> <li>By developing, testing and sharing novel approaches the Company builds effective relationships that are contributing to housing delive</li> </ol>
		Communities and Members of the Public
		The Company recognises early local community engagement as vital to supporting the creation of thriving communities and delivering ongoing positive social impact from its activities and operates a stakeholder engagement policy and associated procedures to ensure high quality ar consistent Company collaboration with communities and other groups. This policy encompasses activities such as:
		Online consultation processes;
		<ul> <li>Multi-channel contact strategies e.g. website, phone, local phys drop in points, notice boards and more;</li> </ul>
		Early pre-planning and pre-design engagement; and
		Engagement with local community groups.
		Land and Property Vendors
		By adopting a range of approaches the Company maintains a pipeline of opportunities to engage different types of vendors including:
		Owners of State lands;
		<ul> <li>Private landowners (with and without planning permission); and</li> </ul>
		<ul> <li>Owners of completed/under construction developments.</li> </ul>
		<ol> <li>The Company's Report on Relevant Public Lands serves as a strategand on-going process to identify and assess underutilised stateowned lands that could support building a pipeline of potential land for the provision of affordable housing;</li> </ol>
		<ol> <li>Responsible market engagement by experienced investment professionals contributes to the Company's reputation as an important market player and aids the achievement of value for money investments; and</li> </ol>
		<ol> <li>Robust land acquisition and development processes including development strategic reviews and due diligence contribute to acquisition risk mitigation.</li> </ol>

THE LAND DEVELOPMENT AGENCY DAC

### THE LAND DEVELOPMENT AGENCY DAC **Directors' Report** for the year ended 31 December 2023

(continued)

Risk Name	Risk Description	Risk Mitigation
Stakeholder Engagement and Collaboration (Continued)		<ol> <li>Developers, Contractors and Key Suppliers</li> <li>For developers, contractors and key suppliers the Company has robust procurement, contract management, project management, oversight and accountability frameworks to ensure a focus on performance, compliance, quality and delivery to budget and schedule;</li> <li>There is continuous monitoring and oversight of active developers against a broad spectrum of metrics; and</li> <li>Developers, contractors and key suppliers provide at least annual assurance as to the adequacy of risk management, internal controls, financial stability, operational resilience and others.</li> </ol>
LDA Brand and Dual Mandate	The Company has challenges associated with managing the dual mandate as a home builder and a Cost Rental provider when engaging with vendors, politicians and other public representatives.	<ol> <li>The Company's actions in support of managing this risk include:</li> <li>The LDA, as a commercial semi-state company maintains political independence in compliance with legislation and the Agency's DAC designation and independent board of directors;</li> <li>The LDA Act 2021, supported by LDA Board approved investment policies and methodologies, ensures that the Agency's mandate is clearly defined; and</li> <li>LDA external communications (website, press, PR, social media etc.) continues to communicate and reinforce the Agency's purpose and mandate.</li> </ol>

### THE LAND DEVELOPMENT AGENCY DAC **Directors' Report** for the year ended 31 December 2023

(continued)

86

Risk Name	Risk Description	Risk Mitigation				
Health and Safety	The risk of serious harm to employees, members of the public, contractors or others	The Company works closely with staff and Contractors to mitigate health and safety risks associated with the construction and delivery of homes including:				
	as a result of housing delivery activities on behalf of the Company.	A Health and Safety focused culture between Contractors and the Agency including continuous improvement;				
	Company.	2. The Company appoints, in writing, a Project Supervisor Design Process (PSDP) and Project Supervisor Construction Stage (PSCS), with written acknowledgement that they accept the appointments. The Company must be reasonably satisfied that those appointed are competent to carry out the duties under the regulations and have adequate training, knowledge, experience and resources, for the work to be performed;				
		3. The Company provide or arrange to have provided a copy of the preliminary safety and health plan, prepared by the PSDP, to every person being considered for the role of PSCS, or tendering for that role. The PSCS further develops the Safety and Health Plan, main document for the management of health and safety on site;				
		4. PSDP present the Safety File to the client at completion. The client in turn must retain and keep available the Safety File for the completed structure, for the safety of the end user and any future safe maintenance or renovation of the structure;				
		5. Health and Safety practices are in accordance with the provisions of the Safety, Health and Welfare at Work Act 2005, the Safety Health and Welfare at Work (General Application) Regulations 2007 to 2021, the Safety Health and Welfare at Work (Construction) Regulations 2013 to 2021 and other associated legislation.				
		<ol> <li>Comprehensive systems of Health and Safety (including but not limited to) risk assessments, monitoring, inspections, safe systems of work and training;</li> </ol>				
		<ol> <li>Oversight and monitoring of Contractor Health and Safety practices by means of inspections/audits and deliver appropriate health and safety training to staff;</li> </ol>				
		8. Internal and external audit and assurance processes; and				
		<ol> <li>Critical incident management response processes and procedures are in-place.</li> </ol>				
Environmental	The risks to the environment and members of the	The Company's mitigating actions include:				
	public arising from Agency and Contractor home delivery activities and from non-compliance with environmental legislation.	<ol> <li>Contractors are required to provide and implement an environmental management plan including waste management. This plan is monitored for compliance and adapted as required;</li> </ol>				
	3	<ol> <li>Contractors are required to monitor the implementation of environmental controls and compliance on an ongoing basis; and</li> </ol>				
		3. Environmental incident management response processes and procedures are in-place.				

Risk Name	Risk Description	Risk Mitigation
People and Talent	The risk that the Company fails to attract, recruit, develop and retain the necessary knowledge, skills, competencies and expertise to deliver the Company's business plan priorities and objectives and to support succession planning.	<ol> <li>The Company operates a range of activities to support the management of this risk including:</li> <li>Company values that drive staff engagement, support its mandate and that are actively demonstrated by staff;</li> <li>Multi-year Company workforce plan has been completed with resource requirements identified;</li> <li>As part of ongoing workforce planning EMT members including the CEO are identifying key senior staff members to develop a successor/deputy to ensure knowledge retention and business continuity;</li> <li>Recruitment strategy that utilises a broad range of tools and channels including the engagement of specialist recruiters, relevant professional bodies and third level institutions;</li> <li>Periodic salary and benefits benchmarking to ensure market alianment;</li> <li>Support for further education, training and coaching across the organisations at all levels including the CEO and EMT as a mechanism to support the ongoing development and retention of key talent;</li> <li>Support for further education and training as a development and retention mechanism;</li> <li>A consistent workplace environment built on agreed policies, procedures and approaches; and</li> <li>Clear organisational structure and responsibilities that support empowerment and decision making.</li> </ol>
Climate Change and Sustainability	The challenges presented to the Company business model from Climate Change and Sustainability Targets to 2030/2050, a rapidly evolving regulatory environment including Corporate Sustainability Reporting Directive obligations and double materiality considerations.	<ol> <li>The Company's mitigating actions include:</li> <li>Regulatory and legislative environment monitoring and impact assessment;</li> <li>Adapting development strategic review processes to align with climate change and sustainability and other reporting obligations; and</li> <li>Gathering datasets and information on the Company's impacts on the environment, stakeholders, society/social responsibility and governance.</li> </ol>
Financial and Budgetary Commitments	The uncertainties associated with the viability of up-front and committed multi-year, multi-million-euro financial investment including in relation to:  Development budgets and provisions, inflationary pressures, forecasting accuracy, the integrity of information and underpinning assumptions, cost claims and wider financial and budgetary exposures due to unforeseen events on sites / developments / projects; and  Cost rental (and related activities) stabilisation period before tenancy income generation begins also poses financing exposure that must be factored in.	<ol> <li>The Company's approach to mitigating these risks includes:</li> <li>Each project is considered and subjected to initial assessments, financial and investment due diligence and strategic review which provides an in-depth analysis of the potential of each project;</li> <li>Detailed and rigorous review of potential projects iuding Executive, Board and sub-committee scrutiny and oversight;</li> <li>Costs are reviewed and benchmarked on an ongoing basis thereby maintaining model accuracy including within cost rental scenarios; and</li> <li>The Company's internal cost management function reviews work for quality control and ensures the application of the standard Company cost models.</li> </ol>

### THE LAND DEVELOPMENT AGENCY DAC **Directors' Report** for the year ended 31 December 2023

Risk Name	Risk Description	Risk Mitigation
Compliance with Company Policies, Laws and Regulations	Risks associated with failures to comply with Company policies, procedures, legal, regulatory and governance obligations.	<ol> <li>To prevent compliance risks materialising the Company has implemented the following mitigation measures:</li> <li>Compliance obligations have been identified, communicated within the Company and responsibilities assigned;</li> <li>The Three Lines model has been implemented with key compliance functions established forming the second line;</li> <li>The Internal Audit function is in place forming the third line (independent assurance);</li> <li>Governance framework of obligations, strategic and operational policies and procedures in place and supported by staff training;</li> <li>Cross functional working groups established to co-ordinate compliance activities and work plans; and</li> <li>Governance and oversight of compliance initiatives by management, Internal Audit, the Board and subcommittees.</li> </ol>
Cyber and Information Security	The risks that cyber-attacks could impact the Company's ability to operate and protect information assets because of unauthorised access to data assets, exposure to financial fraud, ransomware attacks and/or data exfiltration.	<ol> <li>The Company has adopted a range of measures to mitigate cyber security risk:</li> <li>Ongoing IT system and network monitoring and reporting;</li> <li>Contracting of expert IT service providers in line with best practice;</li> <li>Utilising infrastructure and system security tools and measures;</li> <li>Staff training and awareness built on a suite of strong security policies;</li> <li>Regular cyber and information security risk assessments to confirm that security capabilities and posture are within risk appetite; and</li> <li>Program of cyber and information security incident response planning and readiness assessments.</li> </ol>

## THE LAND DEVELOPMENT AGENCY DAC Directors' Report

for the year ended 31 December 2023

### DIRECTORS

The names of the persons who were Directors at any time during the year ending 31 December 2023 are set out below:

Director	Date Appointed	Date Resigned/Term Expired
Cormac O'Rourke (Chairperson)	20 December 2021	
Ann Markey	23 November 2022	
Brian Keogh	23 November 2022	
Geraldine Smith	23 November 2022	
John Coleman (CEO)	20 December 2021	
John O'Connor	23 November 2022	
Michael Stone	20 December 2021	24 January 2023
Michelle Norris	20 December 2021	31 December 2023
Seamus Neely	23 November 2022	

### DIRECTORS' AND SECRETARY AND THEIR INTERESTS

The Directors and Secretary had no beneficial interest in the Company during the financial period or at the year end. The issued share capital of the Company is 100% owned by the Minister for Public Expenditure, National Development Plan Delivery and Reform and the Minister for Housing, Local Government and Heritage.

#### ADEQUATE ACCOUNTING RECORDS

The Directors ensure compliance with the Company's obligations with regards to keeping accounting records required under sections 281 to 285 of the Companies Act 2014, through the use of qualified accounting personnel and appropriate systems and procedures, as set out in the Statement on Internal Control on page 103. The accounting records are kept at the Company's registered office at 4th Floor, Ashford House, Tara Street, D02 VX67.

#### **RESULTS AND DIVIDENDS**

The results for the period and financial position of the Company are set out in the Income Statement and the Statement of Financial Position on pages 116 and 118 respectively.

(continued)

The Company did not pay any dividends during the period to its shareholders and does not propose to pay any dividends for the current period.

#### SHARE CAPITAL

Details of the company share capital are set out in Note 20 of the Financial Statements and 825 million shares were issued during the period.

The company established two subsidiaries during the year, but neither had any trading activity during the period.

## THE LAND DEVELOPMENT AGENCY DAC Directors' Report

for the year ended 31 December 2023

#### **EVENTS SINCE THE END OF THE PERIOD**

On 6 March 2024 legislative amendments were enacted which committed a further €1.25 billion of share equity to the LDA as set out in Note 2 Going Concern.

On 25 April 2024, the Directors approved the allotment and issue of shares in the Company of 325 million ordinary shares of €1 at a subscription price of €1 being an aggregate subscription price of €325 million. The Company has yet to receive the proceeds of the share issue.

On the 25 April 2024, the Directors approved the application for Secure Tenancy Affordable Rental Investment Scheme (STAR) via an Equity Participation Agreement. The contract has been executed and funding of €60 million was received from the Housing Agency during May 2024.

#### **FUTURE DEVELOPMENTS**

The Company has a budgeted Capital Investment Programme of €598 million for 2024. The Planned Capital Investment for 2024 includes €298 million in relation to the Project Tosaigh initiative and €300 million in relation to direct housing development.

#### **POLITICAL DONATIONS**

The Directors of the Company have satisfied themselves that there were no political contributions that require disclosure under the Electoral Act 1997.

#### **GOING CONCERN**

On 6 March 2024 legislative amendments were enacted as set out in section 32A of the LDA Act 2021 (inserted by section 69 of the Local Government (Mayor of Limerick) and Miscellaneous Provisions Act 2024) which committed a further €1.25 billion of share equity to the LDA.

The Directors have concluded that they have a reasonable expectation that the Company will continue to meet its liabilities as they fall due and will have adequate resources to continue in operational existence for the going concern period, being a period of 12 months from the date of the approval of the financial statements. The Company is a key deliverer of social and affordable housing for the Government

and the shareholders have demonstrated their continued commitment to the Agency by providing three further capital contributions totalling €825 million during the period. Since the Balance Sheet date, the Directors approved the allotment and issue of shares to the value of €325 million.

(continued)

The total value of share capital subscriptions permitted by the Act is €2.5 billion and the Company has not entered into commitments exceeding this value at the date of signing the financial statements. The Directors have a reasonable expectation that the balance of the unsubscribed equity will be available when required to fund its activities. The Company undertakes continuous reviews of its liquidity to ensure adequate funding is in place to finance the Company's capital and operational commitments. For this reason, it continues to adopt the going concern basis in preparing the financial statements as set out in Note 2 of the Financial Statements.

#### **AUDITOR**

Forvis Mazars was appointed as the Company's auditor for the 2023 period on 22 September 2022, in accordance with Section 47(a) of the Land Development Agency Act 2021. The Company is also subject to the audit of the Comptroller and Auditor General ("C&AG") by virtue of section 46 (5) of the Act.

### STATEMENT OF RELEVANT AUDIT INFORMATION

So far as each of the Directors in office at the date of approval of the financial statements is aware:

- There is no relevant audit information of which the Company's auditors are unaware; and
- The Directors have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of section 330 of the Companies Act 2014. Approved and authorised for issue by the Board of Directors and signed on its behalf:

John Coleman

John Coleman Chief Executive Officer Date: 14 June 2024 Cormac O'Rourke
Chairperson

Date: 14 June 2024

#### THE LAND DEVELOPMENT AGENCY DAC

# Governance Statement

for the year ended 31 December 2023

On 18 September 2018, the Land Development Agency (Establishment) Order 2018 (the "Order of 2018") established the Land Development Agency as a body to provide services as outlined in Article 5 of the Order.

On 21 July 2021, The Land Development Agency Act 2021 (the "Act") was signed into law. The Act provided for the formation of a Designated Activity Company ("DAC") to be known as The Land Development Agency ("LDA") DAC and conferred functions on the entity as outlined in Section 14 of the Act. The LDA DAC ("the Company" or "the Agency") was incorporated by the Company Registration Office on 20 December 2021.

On 31 March 2022, the Minister for Housing, Local Government and Heritage (the "Minister") issued statutory instrument no. 144 of 2022 - LDA Act 2021 (dissolution day) order 2022 dissolving the body as established by the Order of 2018. On the same day, the Minister issued statutory instrument no.143 of 2022 - The Land Development Agency Act 2021 (commencement) order 2022 which commenced operation of the Company and other sections of the Act. The activities were transferred to the Company based on a pre-determined transition plan, which was used to manage and oversee the process by all parties involved.

Governance of the Company is overseen by its Board and sub-committees, which sets its strategic objectives and informs strategic decisions on all key business issues. The day-to-day management, control, and direction of the Company is the responsibility of the Chief Executive Officer ("CEO"). The CEO follows the strategic direction set by the Board and ensures that Board members have a clear understanding of the key activities and decisions related to the Company, and of significant risks likely to arise. The CEO acts as a direct ligison between the Board and the Executive Management Team ("EMT") of the Company.

#### **BOARD RESPONSIBILITIES**

Collectively, the Board is responsible for leading and directing the Company's activities within a framework of prudent and effective internal controls. The Board is required to act on a fully informed and ethical basis, in good faith, with due diligence and care, and in the best interests of the Company, having due regard to its legal responsibilities and objectives set by Government.

The Board has a Matters Reserved for Board Decision Policy, which includes the following:

- » Approval of the Strategy and the 5-Year Business Plan and review of performance against strategy, objectives and Business Plan:
- » Approval of the Annual Report and the components
- » Approval of the financial budgets and finances against
- » Approval of the Delegated Authority Policy;
- » Ensure maintenance of a sound system of internal controls and internal risk management;
- » Ensure the maintenance of an effective risk management system which both identifies and, where feasible, seeks to mitigate risks to the objectives of the Company;
- » Approval of major development expenditures;
- » Approval of significant acquisitions, disposals and retirement of assets;
- » Approval of major contracts;
- » Approval of Remuneration matters which include:
  - » Appointment and remuneration of senior management (with the exception of the Chief Executive which is a matter for DPENDR)
  - » Significant amendments to pension benefits of Chief Executive and staff
  - » Policy on determination of EMT remuneration (with the exception of the Chief Executive which is a matter for DPENDR)
- » Approve of the Terms of Reference for all Board Committees:
- » Undertake an annual review of its own performance, its committees and individual directors:
- » Compliance with the Business Code of Conduct for Board members: and
- » Adoption and management of the Protected Disclosure Policy and procedure.

#### THE LAND DEVELOPMENT AGENCY DAC

#### **Governance Statement**

for the year ended 31 December 2023

**BOARD STRUCTURE** 

The Act requires the Agency to have a Board consisting of at least 5 and no more than 10 directors including the Chairperson. Directors are appointed by the Minister with the consent of the Minister for Public Expenditure, National Development Plan Delivery and

> The Board met 15 times between 1 January 2023 and 31 December 2023. As at the 31 December 2023 the Board consisted of a Chairperson and 7 members. The Board has established four sub-committees that provide oversight of the areas defined in the respective sub-committee terms of reference. The sub-committees are:

(continued)

- 1. Audit and Risk Committee (established in March 2023 following appointment of additional board
- 2. Investment Committee;
- 3. Remuneration and Nominations Committee (established in March 2023 following appointment of additional board members); and
- 4. Strategic Planning & Sustainability Committee.

Each sub-committee operates under a Chairperson who is a Board member. Sub-committee membership is no fewer than three members each. The Committees are entitled to request any Company employee to attend and/or present at its meetings. For further information on the Board's committees, see Committee Reports on pages 97 to 102.

The Board is responsible for holding the CEO and the EMT to account for the effective performance of their responsibilities. It is the responsibility of the CEO and the EMT to ensure that the Board is provided with all the necessary information to enable it to perform its functions. The CEO must also provide the Board with assurances that the functions which it has delegated to him are being appropriately discharged.

The Company is required by the Act to prepare financial statements in respect of its operations for each financial year. The financial statements are prepared in accordance with FRS 102, the Financial Reporting Standard applicable in the UK and Ireland and in accordance with the Companies Act 2014. In preparing these Financial Statements, the Board is required to:

- » Select suitable accounting policies and apply them
- » Make judgements and estimates that are reasonable and prudent;
- » Prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that it will continue in operation; and
- » State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the Financial Statements.

The Board is responsible for keeping appropriate accounting records which disclose, with reasonable accuracy at any time, the Company's financial position and that the Financial Statements comply with the Code of Practice for the Governance of State Bodies (2016) (the "Code") and other statutory requirements including the Companies Act 2014. The maintenance and integrity of the corporate and financial information is the responsibility of the Board.

The Board is responsible for approving the annual Business Plan and Budget. The Board is also responsible for safeguarding Company assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board considers that the Financial Statements give a true and fair view of the financial performance and the financial position of the Company as at 31 December 2023.

**ANNUAL REPORT - 2023** 

THE LAND DEVELOPMENT AGENCY DAC

FINANCIAL STATEMENTS

#### SCHEDULE OF ATTENDANCE AND FEES

The table below details Board and Committee Members' roles, attendance, and fees:

	Board	Audit and Risk Committee	Remuneration /Nomination Committee	Investment Committee	Strategic Planning & Sustainability Committee	Date Appointed	Resigned / Term Expired	Fees €
Number of Meetings	15	13	1	11	6			
Cormac O'Rourke (Chairperson)	15	n/a	1	11		20/12/2021		31,500
John Coleman (CEO)	15	61	11	11	6	20/12/2021		n/a
Ann Markey	13	13	n/a	8		23/11/2022		15,750
Brian Keogh	15	12	n/a	11		23/11/2022		15,750
Geraldine Smith	13	11	1	n/a		23/11/2022		15,750
John O'Connor	14	n/a	11	11	6	23/11/2022		15,750
Michael Stone	n/a	n/a	n/a	n/a	n/a	20/12/2021	24/01/2023	n/a
Michelle Norris	10	n/a	0	n/a	5	20/12/2021	31/12/2023	n/a
Seamus Neely	14	13	n/a	n/a	42	23/11/2022		15,750
Non-Board Members:								
Timothy Bouchier- Hayes (External Member)	n/a	n/a	n/a	11	n/a			
Barry O'Brien (Executive, Head of Investment)	n/a	n/a	n/a	11	n/a			
Dearbhla Lawson (Executive, Head of Strategic Planning)	n/a	n/a	n/a	n/a	6			
Total Fee								110,250

<sup>&</sup>lt;sup>1</sup> As Attendee, not committee member.

#### THE LAND DEVELOPMENT AGENCY DAC **Governance Statement**

for the year ended 31 December 2023

#### **GENDER BALANCE**

During the year, the Board had three female (33.3%) and six male (66.7%) members. The following measures are in place to maintain and support the Board's gender balance:

- The term of office of appointed members does not exceed five years; and
- Board vacancies are filled through the Public Appointments Service process which considers the requirements set out in Section 4.4 of the Code of Practice for the Governance of State Bodies regarding diversity

#### **KEY PERSONNEL CHANGES**

During the year two directors resigned from the Board.

#### DISCLOSURES REQUIRED BY THE CODE OF PRACTICE FOR THE **GOVERNANCE OF STATE BODIES** (2016)

The Board is required to comply with the Code, as published by the Department of Public Expenditure and Reform in August 2016. The following disclosures are required by the Code:

#### **Employee Short-Term Benefits Breakdown**

Employee short-term benefits in excess of €50,000 are based on gross annual contractual salaries and are categorised into the following bands:

Range	No. of Employees 31 December 2023	No. of Employees 31 December 2022
€50,001 to €75,000	27	24
€75,001 to €100,000	36	15
€100,001 to €125,000	15	8
€125,001 to €150,000	7	6
€150,001 to €175,000	5	3
€175,001 to €200,000	1	1

#### **Advisory Costs**

Advisory costs include the cost of external advice to management and exclude outsourced 'business-asusual' functions.

	Year ended 31 Decem- ber 2023	Nine months ended 31 December 2022
	€	€
Legal Advice	184,696	230,539
Corporate Advisory	331,898	121,365
Total Advisory Costs	516,594	351,904

#### **Legal Costs and Settlements**

No expenditure was incurred in 2023 in relation to legal costs and settlement.

#### Travel and Subsistence

Travel and subsistence expenditure is categorised as follows:

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Domestic	€	€
- Board	6,886	-
- Employees (inc. CEO)	62,030	30,712
International		
- Board	-	-
- Employees	455	-
Total	69,371	30,712

#### **Hospitality Expenditure**

The Statement of Income and Expenditure and Retained Revenue Reserves includes the following hospitality expenditure:

	<b>Year ended</b> 31 December 2023	Nine months ended 31 December 2022
	€	€
Staff hospitality	10,815	12,149
Client hospitality	394	579
Total	11,209	12,728

<sup>&</sup>lt;sup>2</sup> Attendance at 4 SPSC meetings represented full attendance for Seamus Neely post appointment. N/a means not applicable or not a committee or board member at the time.

#### STATEMENT OF COMPLIANCE

The Company is subject to provisions of the Code of Practice for the Governance of State Bodies and has put procedures in place to ensure compliance with the provisions of the Code. In all material respects, the Company is in compliance with the Code for the period 1 January 2023 to 31 December 2023. Where there are instances of non-compliance, these have been disclosed in the Statement on Internal Control.

#### **TAXATION**

The Company has no known instance of non-compliance with tax laws. Procedures are in place to ensure that the Board is exemplary in its compliance with its obligations under taxation laws and that all tax liabilities are paid on or before relevant due dates.

#### **DIVERSITY AND INCLUSION**

The principles of equality, dignity, diversity and non-discrimination are at the core of the Agency. The Agency has an Equal Opportunities, Diversity and Inclusion Policy which has been published within the Agency and on its website. All Management and staff training, and awareness raising, has diversity and inclusion as a core element.

# PROTECTED DISCLOSURES ACT 2014 (AS AMENDED)

The Protected Disclosures Act 2014 (as amended) requires every public body to establish and maintain procedures for dealing with protected disclosures and to provide written information to workers regarding these procedures. The Company has such procedures in place. During the year ending 31 December 2023, no protected disclosures were made under the terms of the legislation.

#### COMMITTEE REPORTS

#### 1. Audit and Risk Committee:

The purpose of the Audit and Risk Committee ("ARC") is:

- To assist the Board in overseeing the quality and integrity of the Financial Statements and to review and monitor the effectiveness of the systems of internal control, the internal audit function, the compliance function, and to consider results from statutory audits.
- To assist the Board in its oversight of the Company's risk management framework including:
  - Setting risk appetite, monitoring adherence to risk governance and ensuring risks are properly identified, assessed, managed, and reported.
  - Setting a standard for the accurate and timely monitoring of large exposures and risk types of critical importance.
  - Keeping under review the overall risk assessment processes that inform the Company's decision making, ensuring both qualitative and quantitative metrics are used.

In addition, the ARC oversees the operation of the Internal Audit and Risk Management functions. The Internal Audit function is provided by an outsourced professional services firm.

The ARC was constituted in March 2023 and until then its roles and responsibilities were assumed by the Board given the small number of directors until late November 2022.

### The current members of the ARC are (all appointed in March 2023):

- Ann Markey (Committee Chairperson)
- Geraldine Smith (Board Member)
- Seamus Neely (Board Member)
- Brian Keogh (Board Member)

The inaugural meeting of the newly constituted ARC was held in March 2023 and the committee met on a total of thirteen occasions during the year. The meeting agendas address the various functions within the Committee's Terms of Reference incorporating review and scrutiny of the Company's risk management framework, internal audit, the internal control environment, financial statements and annual report, and the external audits of the Company.

#### Financial Reporting

**Governance Statement** 

for the year ended 31 December 2023

The ARC reviewed the draft annual financial statements for 2022, the interim financial statements for the period ended 30 June 2023 and the annual financial statements for the year ended 31 December 2023, and recommended them to the Board for approval. The reviews focused on the key accounting judgements and estimates, including accounting for cost rental assets and capitalisation of costs, the clarity and completeness of disclosures in line with applicable accounting standards, as well as compliance with the Companies Act 2014 and relevant provisions of the Code of Practice for the Governance of State Bodies. The Committee also reviewed the Governance Statement and Board Members' Report, and statements on risk management for inclusion in the relevant Annual Reports.

THE LAND DEVELOPMENT AGENCY DAC

#### Internal Controls

The ARC considered a wide range of matters and papers on internal control issues, including IT and cyber and information security. It carried out a review of the system of internal control for both 2022 and 2023. It also reviewed the Statements on Internal Control ("SIC") included in the financial statements for these vears and recommended them to the Board for approval. These reviews were informed by a report from management on its review of internal controls and related assertions, internal audit reports on reviews included in the annual Internal Audit Plan, implementation of internal audit recommendations, and other documents and reports that provided assurance regarding the Company's internal control environment. Based on its review of internal controls a controls improvement plan was adopted in 2023 and again in 2024 to enhance the overall control environment. Progress on implementation of the plan was monitored closely.

#### **Internal Audit**

The Company's internal audit function is provided by an external professional services firm and overseen by the ARC and the Board. The Committee approved a risk-based Internal Audit Plan for a rolling 3 year period and oversaw its implementation. It reviewed the key findings and management responses from the outcome of individual audit reviews. It monitored the implementation of these audit recommendations and received regular reports on the status of outstanding actions. It also reviewed the Internal Audit Charter and recommended some changes which were approved by the Board. During the latter part of 2023, a procurement competition, for internal audit services, overseen by the Committee, was undertaken and the successful firm was awarded the contract for the next three years.

#### Risk Management

During 2023, the Committee considered and approved enhancements to the Risk Management Policy and its operation. It met with the business leaders of the main business units to discuss the key risks for their areas. It also considered the corporate risk register on a number of occasions and recommended changes to it to assist with risk identification and management.

#### **External Audit**

The Company's statutory auditor is Forvis Mazars and the Company is also subject to audit by the Comptroller and Auditor General. The Committee reviewed the external audit plans, the key areas of focus and the terms of engagement. It also considered the final audit conclusions memoranda arising from their respective audit work. In relation to Forvis Mazars, it considered its independence, concluded it remained independent throughout the year and also reviewed the quality of the audit. For the 2023 year end audit it engaged with both auditors to improve the level of coordination to facilitate improvements in delivering an effective, efficient and timely audit. The Committee also recommended for Board approval a policy on Non-Audit Services. No non-audit services were provided by Forvis Mazars in 2023.

### Committee Operations and Effectiveness Review

Consistent with good governance practice, the Committee undertook a review of its effectiveness in early 2024 and it has agreed on areas to maintain and enhance its operating effectiveness. It also reviewed its Terms of Reference which were approved by the Board.

### THE LAND DEVELOPMENT AGENCY DAC

**Governance Statement** 

for the year ended 31 December 2023

#### 2. Investment Committee

The purpose of the Investment Committee is to assist the Board in the control and management of the LDA's commercial investments, specifically:

- Advising the LDA on its investment strategy, particularly in relation to housing development and provision.
- Overseeing the implementation of the investment strategy and the delivery of housing.
- Assessing individual investment/development opportunities and methods of funding their delivery, and to determine how well these fit with the LDA's strategy and the Investment Policy.
- Investment in the delivery and provision of cost rental housing; along with social and affordable for sale housing.
- Approving investment/development projects and their funding and/or making recommendations to the Board in relation to the above in accordance with the delegated authority levels.
- Recommending for Board approval the proposed purchase of lands, and/or making recommendations to the Board as required.

The Investment Committee operates under delegated authority from the Board of the LDA. The Board has the ultimate responsibility for making the investment decisions of the LDA. These investment decisions are typically related to the costs of advancing direct building of housing on State sourced lands and transactions with housing providers such as under Project Tosaigh. Subject to LDA control procedures and the Investment Policy, the Investment Committee is responsible for the approval of certain investment decisions within the delegated authority granted to it by the Board. Where the Board is the appropriate approving authority, the Investment Committee recommends proposals for the Board's consideration.

The Investment Committee comprises of four nonexecutive members of the Board, an external member, the Chief Executive Officer and the Head of Investment. The members of the Investment Committee during 2023 were:

- John O'Connor (Current Committee Chairperson)
- Cormac O'Rourke (Chairperson of LDA Board)
- Ann Markey (Board Member)
- Brian Keogh (Board Member)

### (continued)

- John Coleman (CEO)
- Timothy Bouchier-Hayes (External Member)
- Barry O'Brien (Head of Investment)

The Investment Committee met on eleven occasions during 2023.

Consistent with good governance practice, the Investment Committee undertook a review of its effectiveness in early 2024 and it has agreed on areas for development to maintain and enhance its operating effectiveness.

### 3. Remuneration and Nominations Committee:

The purpose of the Remuneration and Nominations Committee (RemCo) is:

- To assist the Board in ensuring that the Board and EMT retain an appropriate structure, size and balance of skills to support the strategic objectives and values of the Land Development Agency.
- To assist the Board in meeting its responsibilities regarding the determination, implementation, and oversight of executive management remuneration arrangements and to enable the recruitment, motivation, and retention of senior executive staff.
- To oversee arrangements for senior appointments, succession planning, and reviewing and making recommendations to the Board in respect of the remuneration policies and framework for all staff.

The RemCo is not responsible for the appointment of Board members, or the appointment or remuneration of the CEO. The Committee comprises three non-executive members of the Board. The members of the Committee during 2023 were:

- Geraldine Smith (Chairperson)
- Cormac O'Rourke (Chairperson of the LDA Board)
- Michelle Norris (Board Member)

The RemCo only met on one occasion in 2023 as the functions of the RemCo were undertaken by the full Board. This is reflective of the priority and attention being afforded to Human Resource and Talent Management within the Agency and the work to attract, recruit and retain senior and professional managers. The Committee did not undertake a review of effectiveness in early 2024 due to the low number of members (two) at that time.

## THE LAND DEVELOPMENT AGENCY DAC Governance Statement

for the year ended 31 December 2023

#### 4. Strategic Planning & Sustainability Committee

The purpose of the Strategic Planning & Sustainability Committee is:

- Assisting the LDA Board in developing the LDA's strategy for future land access and pipeline development consistent with the National Planning Framework and in support of achieving the LDA purpose under Part 1 Section 2 of the LDA Act 2021. This includes, inter alia:
  - Advising the LDA Board on strategic land acquisition, strategic areas (i.e. longerterm larger-scale land areas with significant planning, infrastructural or other constraints) planning and the sustainable development of strategic lands suitable for housing or urban development.
  - Oversight of reporting to Government on relevant public lands (as defined in the LDA Act), through the Report on Relevant Public Lands and the updating and maintenance of the Register of Relevant Lands; and
  - Oversight of the development, implementation and monitoring of the LDA's Sustainable Development Framework and related reporting requirements in line with LDA's statutory and regulatory obligations.

The Strategic Planning & Sustainability Committee members during 2023 were:

- Seamus Neely (Committee Chairperson)
- Michelle Norris (Board Member)
- John O'Connor (Board Member)
- John Coleman (CEO)
- Dearbhla Lawson (Head of Strategic Planning)

The Committee met on six occasions in 2023.

Consistent with good governance practice, the Committee undertook a review of its effectiveness in early 2024 and it has agreed on areas for development to maintain and enhance its operating effectiveness.

#### **RISK MANAGEMENT**

The Company aims to manage risk in an informed and proactive manner, in accordance with its Risk Management Policy and Framework, and its Risk Appetite Statement. The level of accepted risk is consistent with its underlying business activity, and that the Company understands and is able to manage or absorb the impact of any risks that may materialise. The Company complies with the risk management provisions of the Code of Practice for the Governance of State Bodies (2016).

(continued)

Throughout 2023, the Board reviewed the Risk Register and the Board received updates in respect of risk management and high and emerging risks.

#### Roles and Responsibilities

#### **Board**

The Board is responsible for setting the risk appetite and overseeing and guiding risk management activity across the Company.

#### **Audit and Risk Committee**

The Audit and Risk Committee is responsible for overseeing the implementation of the Company's Risk Management Policy and Framework and ensuring that the Company's risk management framework provides appropriate levels of independence and challenge. The Audit and Risk Committee reports to the Board.

#### **Three Lines Model**

The Company's Risk Management Policy and Framework is predicated on the three lines model. Within this model, the Company management team (first line) take responsibility for identifying and mitigating the risks. The Company's various compliance functions (the second line) provide independent oversight and objective challenge to the first line of defence. They also provide risk monitoring and reporting. The second line is coordinated by the Risk Management and the Governance Framework Working Groups. The Internal Audit function is a third line of defence and provides independent, reasonable, risk-based assurance to key stakeholders on the robustness of the Company's risk management system, its governance and the design and operating effectiveness of the internal control environment.

#### Audit

In accordance with statutory requirements, the Company is audited by the Comptroller and Auditor General pursuant to the LDA Act and a statutory auditor pursuant to the Companies Act 2014. The Agency's internal audit function is provided by an external firm appointed to carry out internal audit work reporting to the Company's ARC.

#### **Principal Risks and Uncertainties**

The principal risks and uncertainties facing the Company are summarised below. The risk mitigation actions are set out in more detail in the Directors' Report on pages 83 to 92.

#### Funding Availability, Source and Structure

The risks related to the availability, source and structure of funding required to deliver the Company's Business

#### Land Availability and Supply

The uncertainties regarding the availability and/or lack of supply of suitable (public and private) lands for purchase by the Company for development.

#### **Viable and Timely Planning Permissions**

The uncertainties associated with the planning process resulting in the Company being unable to secure timely planning permissions with impacts on scheme design, viability and the development pipeline for delivery.

#### **Programme Delivery**

The risks associated with delays outside of the Company's influence and control including dependencies on enabling infrastructure and receiving timely approvals for projects to proceed.

#### **Housing Policy and Regulatory Environment**

The challenges to deliver the Company's targets in cost rental, affordable housing, lettings policy and asset management while:

- Complying with the cost rental and affordable for sale regulations;
- Managing construction cost uncertainties; and
- Accurately forecasting budgets, costs and yields.

#### Cost Rental Portfolio

The challenges associated with bringing rental properties to the market at scale, ensuring compliance with laws and regulations and providing quality professionally managed homes for tenants.

#### Stakeholder Engagement and Collaboration

The risks resulting from a significant reliance on the support of multiple external stakeholders including governmental entities, developers, contractors, suppliers, communities, etc. to deliver the Company's mandate, strategic priorities and projects.

#### LDA Brand and Dual Mandate

The Company has challenges associated with managing the dual mandate as a home builder and a Cost Rental provider when engaging with vendors, politicians and other public representatives.

#### **Health and Safety**

The Company is aware that the activities associated with developing sites and building homes exposes staff, contractors and members of the public to the risk of serious harm and proactively works to mitigate those risks.

#### **Environmental**

The potential negative environmental impacts from Company (including Contractors) activities that if not adequately managed may impact members of the public and result in environmental damage and non-compliance with environmental laws and regulations.

#### People and Talent

The risk that the Company fails to attract, recruit, develop and retain the necessary knowledge, skills, competencies and expertise to deliver the Company's business plan priorities and objectives and to support succession planning.

#### Climate Change and Sustainability

**Governance Statement** 

for the year ended 31 December 2023

The challenges presented to the Company's business model from Climate Change and Sustainability Targets to 2030 and 2050, a rapidly evolving regulatory environment including Corporate Sustainability Reporting Directive obligations and double materiality considerations.

THE LAND DEVELOPMENT AGENCY DAC

#### **Financial and Budgetary Commitments**

The uncertainties associated with the viability of upfront and committed multi-year, multi-million-euro financial investments including in relation to:

- Development budgets and provisions, inflationary pressures, forecasting accuracy, the integrity of information and underpinning assumptions, cost claims and wider financial and budgetary exposures due to unforeseen events on sites/ developments/projects; and
- The cost rental (and related activities) stabilisation period before tenancy income generation begins also poses financing exposure that must be factored in.

#### Compliance with Company Policies, Laws and Regulations

Risks associated with failures to comply with Company policies, procedures, legal, regulatory and governance obligations.

#### Cyber and Information Security

The risks that cyber-attacks could impact the Company's ability to operate and protect information assets because of unauthorised access to data assets, exposure to financial fraud, ransomware attacks and/ or data exfiltration.

99 ANNUAL REPORT - 2023 THE LAND DEVELOPMENT AGENCY DAC 100

#### THE LAND DEVELOPMENT AGENCY DAC

# Statement on Internal Control

for the year ended 31 December 2023

#### **SCOPE OF RESPONSIBILITY**

On behalf of the Land Development Agency (the "Company", the "LDA", "the Agency"), I acknowledge the Board's responsibility for ensuring that an effective system of internal control is maintained and operated.

Internal control helps us achieve our key priorities and encompasses our structure, roles and responsibilities, behaviours, systems, policies, procedures and practices, tasks, culture, and use of resources. The system of internal control includes financial, operational and compliance controls and risk management systems that support the achievement of the Company strategic priorities and business plan objectives whilst also safeguarding the public and other funds and assets for which the Company is responsible.

This responsibility takes account of the requirements of the Code of Practice for the Governance of State Bodies (2016), subsequent guidance issued in 2017, additional annexes issued in 2020 and related legal, regulatory and governance obligations for a commercial state body and a DAC.

### PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

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

The system of internal control, which accords with guidance issued, has been in place in the Company for the year ended 31 December 2023 and up to the date of approval of the financial statements.

CAPACITY TO MANAGE RISK

The Company has four Board committees with detailed terms of reference covering their key functions, duties, and responsibilities. The Audit and Risk Committee (the "ARC") was formally established in 2023 and held its first meeting on 23 March 2023.

For 2023, the Company continued to use an external professional audit firm to provide internal audit services, overseen and contract managed by the Company, which ensured that the LDA had an adequately and professionally resourced Internal Audit function available. The internal audit reviews are informed by an assessment of the business model and the control and risk environment within the LDA. The assessment also considered financial governance and corporate governance obligations, evolving business information systems and other key business and compliance topics. The internal audit plan, with input from the EMT, is endorsed by the ARC and approved by the Board. As part of enhancing the risk management function, the Company has an updated Risk Management Policy and Framework in place which was formally reviewed by the ARC and Board. The Company is currently in the process of refreshing the Risk Appetite Statement which has been reviewed by the Board and will conclude in 2024. The CEO and EMT supported by the Chief Risk Officer ("CRO"), oversee the identification, measurement and management of risk, and promote an effective risk management culture within the LDA at corporate and business unit level. Corporate level and Business unit risk registers are prepared and are reviewed and scrutinised at the executive level via the risk management working group and the Corporate risk register by the ARC and Board.

# THE LAND DEVELOPMENT AGENCY DAC Statement on Internal Control

for the year ended 31 December 2023

#### **RISK AND CONTROL FRAMEWORK**

The EMT, led by the CEO, ensures that appropriate policies and procedures are in place to support good governance, leadership, and management arrangements in addition to implementation of effective control and oversight. These procedures also support the identification of emerging risks and the assessment, mitigation, and management of risk from a strategic and operational perspective.

As part of ensuring effective risk management systems are sustained, and consideration of the wider control environment, control procedures are prioritised, management reports on principal risks and uncertainties within the business units and divisions, are tabled and discussed as part of the ARC agenda. The work of the ARC supplements the contribution and insight of the Board Members to the Board's management and oversight of risks, threats and opportunities facing the LDA. The corporate level risk register tabled serves to inform the Board's review and deliberations on risk, the key management actions and the controls for the CEO to progress. The deliberations on risk also allow for detailed consideration of the role of key external stakeholders and their expectations in terms of delivering the LDA mandate and ensuring robust governance and control arrangements. While the Board, CEO and management can progress decisions, actions, and initiatives to be delivered internally within the Agency, there are also significant decisions and actions by external stakeholders which are required to be managed.

The control system encompasses the control environment (the way the board and EMT and managers set the tone and influence the control consciousness of all staff) and the control processes (policies, procedures and activities designed and operated to manage and mitigate risks to an acceptable level).

The Board and EMT have taken deliberate steps to ensure an appropriate control environment and effective control processes operate within the Company which ensure the adequate functioning and operational effectiveness of the Agency.

(continued)

In the context of the risk and control framework, the following are amongst the key arrangements and framework elements:

- » Clarity of roles and responsibilities and the effective carrying out of duties, roles, and responsibilities by those tasked with leadership and governance including the Board, Committees, CEO, management, and staff;
- » Board Committees established and operating in accordance with Board approved terms of reference;
- » Board and Committee effectiveness reviews undertaken to consider and maximise individual and collective performance;
- » Robust accountability exercised through CEO and EMT engagement at Board and committee meetings where constructive challenge and appropriate support is the norm and where there is an opportunity to benefit from the collective wisdom and insights around the respective tables;
- » Agreed strategic planning process culminating in the updated Agency Strategy Statement and Business plan:
- » Strategy and Business Plans endorsed by the Board, provided to the Department and feedback received;
- » Progress in embedding risk management across the Agency including the approval of an updated risk management policy and process which ensures principal risks, uncertainties and opportunities are tracked and monitored and with risk management continuing to be a regular Board and Committee agenda item;
- » A Chief Risk Officer ("CRO") function was established in 2023 with a new CRO appointment; risk management training and support was provided in Q4 2023, and the output was business unit risk registers, and an updated draft corporate risk register was developed and tabled at Board and ARC. Work commenced in 2023 on an updated risk appetite statement which will be finalised in 2024;

## THE LAND DEVELOPMENT AGENCY DAC Statement on Internal Control

for the year ended 31 December 2023

- » A dedicated procurement function within the Company operating in compliance with best practice corporate procurement requirements and guidelines;
- » A bespoke LDA governance framework including an executive governance framework working group and senior governance framework manager;
- » Various other executive working groups including the Development Management Board/Development Management Executive Committee, which is an executive committee that assesses significant projects and proposals in the Company, the risk management working group and the sustainability working group;
- » Priority projects, plans, and targets at business unit level with related work programmes priorities which are reported through EMT and CEO to the Board and the Board Committees:
- » A detailed Register of Obligations in place which links to the Schedule of Matters reserved for the Board, policies, and procedures as well as specific duties delegated to the CEO and other designated roles within the Agency;
- » Approved and executive implementation of Strategic and Operational policies and procedures including the Land Acquisition and Development Process (LADP) and constituent elements which align with the principles of the Public Spending Code/ Infrastructure Guidelines;
- » Regular communication, awareness raising and training provided to all staff on Strategic Policies and Procedures throughout the year and on an as required basis;
- » Established project management and governance arrangements for projects and programmes within the Company;
- » A Code of Business Conduct requiring Board members, in addition to Code of Business Conduct for management and staff to maintain the highest ethical and behavioural standards;
- » Ensuring compliance with LDA policy and obligations relating to Declaration of Interests as identified in relevant professional governance codes and authoritative guidance;
- » Human Capital Management policies and procedures in place that support staff performance and which ensures that professional and technical training and continuing professional development are available to meet the needs of the LDA;

(continued)

- » A range of financial policies and procedures to ensure that financial transactions are legal, properly incurred, properly authorised, and correctly accounted for;
- » Systematic reviews by Internal Audit in accordance with the agreed audit plan;
- » Adherence to authorisation limits and delegated arrangements;
- » The assignment of financial responsibilities and corresponding accountability at management level;
- » A comprehensive annual and multi-annual planning and budgeting system including future commitments which are subject to Board review and approval;
- » Use of an external specialist information technology service provider to manage systems and procedures aimed at ensuring the security of the information and communication technology systems, with active contract management in place and formal assurances provided;
- » Ongoing introduction of dedicated IT programmes for compliance and implementation of information security and cybersecurity industry standards to ensure protection of key information assets, in addition to mandatory training modules for management and staff on information and cyber security;
- » Use of an external specialist payroll service provider to manage and deliver a high-quality service for the Company with active contract management in place and formal assurances provided;
- » Specialist business units established and operating, including strategic planning, property, delivery, investment and for other key business and corporate greas:
- » Financial governance arrangements to ensure a robust financial control system is in place to ensure stewardship of financial resources and the safeguarding of assets;
- » The Strategic Review Procedure sets out the management obligations to oversee and report on the performance of external parties;
- » A framework of regular management reporting, administrative procedures including segregation of duties, authority limits and a system of delegation and accountability has evolved and is operational; and
- » An acknowledgement by those in governance and leadership roles, Board members, CEO, EMT and managers of the importance of setting the right tone and culture which is so critical to delivering the Agency's values, and in sustaining good corporate governance and controls with the ultimate objective of ensuring the Agency is successful in achieving its overall purpose and ambitious agenda.

## THE LAND DEVELOPMENT AGENCY DAC Statement on Internal Control

for the year ended 31 December 2023

A further key aspect of external control arrangements within the Agency is the governance, oversight and control role exercised by the DHLGH, Department of Public Expenditure, NDP Delivery and Reform ("DPENDR") and other agencies including NewEra. The key elements of governance and control include monthly Governance meetings, quarterly meetings with wider governmental stakeholder groups, bi-lateral engagements on policies, regulations and proposed statutory provisions with department officials, strategy and business planning authorisation process, State body Code compliance checklist reviewed and scrutinised and NewEra CSS (Commercial State body) Climate Action Framework.

No material losses or instances of fraud occurred during the period.

#### (continued)

## ONGOING MONITORING AND REVIEW

Formal procedures have been established for monitoring and improving internal control processes. Internal Audit, through their program of audits, independently assess and monitor the effectiveness of key internal controls in the organisation. Where control deficiencies are identified, recommendations for improvements are agreed with those responsible. The Internal Audit firm reports regularly on the status of management's implementation of recommendations.

### CYBER AND INFORMATION SECURITY

The Company operates a blended working policy which facilitates the work of the Agency as it continues to increase its staffing complement and all staff are issued with laptop computers and a mobile phone which incorporate two factor authentication and other security features relating to secure Wi-fi access.

The Company's risk assessment and risk management framework for IT and cyber and information security has been identified as an area for continued focus in 2024 due to the evolving nature of cyber threats and the work of cyber criminals.

Cyber and information security, disaster recovery and business continuity remain high priority to ensure we safeguard the Agency and protect key information assets.

There were a range of specific initiatives progressed in 2023 including Firewall security measures and regular testing regime, policy enhancements, staff training and awareness and Wi-Fi security settings such as encryption with passwords locked down.

104

(continued)

# ECONOMIC AND INVESTMENT CHALLENGES

for the year ended 31 December 2023

While the capitalisation of the Agency and commitments to support our business plan priorities have been very much welcomed and have arisen on foot of our active engagement with the Government in 2023 regarding the need for increased equity capital for the LDA, construction cost inflation, the volatile interest rate and investment environment continue to pose financial investment and management challenges to the Company.

The ability of the LDA to expand its capital funding base through future debt raising remains a risk factor, both in terms of prevailing debt market conditions and the LDA's stage of maturity (e.g. income generating capacity in the short term).

As the LDA is subject to Market Economy Operator Principle in relation to its economic activities, the LDA performs benchmarking in relation to key economic activities. Benchmark return requirements are reflective of prevailing market conditions, which may impact viability, particularly in a higher interest rate environment.

The long-term implications and the volatile nature of wider macro-economic challenges continue to pose a risk to achieving the benchmark return hurdle and other investment assumptions.

The Secure Tenancy Affordable Rental Investment Scheme ("STAR") has been a key measure to support the Agency in terms of the financial viability and sustainability of the cost rental operating model. The impact of STAR on our capital position, debt and Agency gearing is constantly monitored and managed. Whilst STAR has the potential to positively impact cost rental viability, risk factors include the current form of the STAR agreement (debt versus equity classification) and the fact that the demand for the scheme may exceed the amount currently funded by Government. We continue to have extensive engagement with the shareholders regarding different aspects influencing the Agency's mandate including capital requirements to support investment in rental housing and cost rental programmes as well as the impacts of cost rental eligibility criteria on the scheme's effectiveness.

Government establishes cost rental income eligibility criteria through regulation. Any changes in regulation have the ability to impact upon the LDA's cost rental underwriting and viability assumptions.

In terms of monitoring, oversight, and control of our capital and financial position, we engage in regular reporting to the Board on the LDA's projected capital utilisation on foot of transactions entered into or contemplated, for ultimate approval of transactions by the Board. In addition, the Executive, Board and Committees continue to scrutinise the financial performance, financial position and cashflows on an ongoing basis.

#### **PROCUREMENT**

The LDA is subject to European Union ("EU") Directive 2014/24/EU as implemented in Ireland by the European Union (Award of Public Authority Contracts) Regulations 2016, in respect of the procurement of goods, works and services above certain value thresholds set by the EU. The Office of Government Procurement has subsequently issued Public Procurement Guidelines for Goods and Services (Version 2: Issued January 2019) which require public bodies to implement these guidelines for not only above EU thresholds but also values below the aforementioned EU thresholds.

The procurement requirements of the LDA are carried out in accordance with EU and domestic legislation and the relevant guidelines and policies on the procurement of works, goods and services.

The LDA has relied on a number of derogations and contract variations/modifications during 2023 which do not constitute non-compliant procurement. 47 contracts with an overall total of €2.1m were subject to a derogation or a contract variation/modification in 2023.

A total of 4 procurements with a value of €133k were identified as non-compliant.

# RISK AND CONTROL PRIORITY INITIATIVES FOR 2024

Statement on Internal Control

for the year ended 31 December 2023

THE LAND DEVELOPMENT AGENCY DAC

In the 2022 SIC, there was a range of commitments made in relation to risk management systems, the governance framework policies and procedures, the recruitment of key management personnel including the Chief Financial Officer and Chief Risk Officer and the development of the control assurance process to better inform accountability and management control attestations. We have made strong steady progress in all these areas but there is an acknowledgement that as the Agency expands in accordance with its mandate and Government Housing Policy and new schemes, further development is required to sustain good governance and an effective control environment and control culture.

Priorities for the forthcoming year include continued emphasis on the control environment and organisational structures, further embedding of risk management, resources to update and rollout bespoke LDA policies, procedures and processes, internal audit engagement, enhanced performance reporting, information and cyber security as well as wider business continuity planning arrangements.

During the year the Company had an excel based accounting system in place. The Company is of the view that while the accounting system in place is adequate it is not optimal and as a result it has compensatory controls in place to mitigate any risks arising. Furthermore, no material weaknesses have been identified in 2023. The Company is in the process of implementing an integrated accounting software package and this is expected to be completed in 2024.

#### **REVIEW OF EFFECTIVENESS**

The Company's Board monitoring and review of the effectiveness of the system of internal control is informed by the review and consideration of a range of assurance sources including internal audit, third party reviews, risk management considerations, Board and committee work programmes, shareholder engagement and oversight arrangements and critically Chief Executive, EMT and wider management assurances across the whole organisation.

The control assurances provided, coupled with the Board and Committee members' collective and individual knowledge and insight on the activities and work programmes allows for an informed reflection on the adequacy and effectiveness of control and risk management arrangements for 2023. As such, the Company's control environment and systems of internal control are considered to be adequate. Notwithstanding the steady progress made in 2023 this review also assists in highlighting areas for improvement that will support the Agency's continuing development with priority work underway and planned within the Company for 2024.

I confirm that the Board conducted an annual review of the effectiveness of the system of internal control for 2023 at the Board meeting on 28 March 2024.

Cormac Olevelle

Cormac O'Rourke Chairperson Date: 14 June 2024

#### THE LAND DEVELOPMENT AGENCY DAC

# Directors' Responsibility Statement

for the year ended 31 December 2023

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable Irish law and regulations.

Irish company law requires the Directors to prepare financial statements for each financial year. Under the law, the Directors have elected to prepare the financial statements in accordance FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Company as at the period end date and of the profit or loss of the Company for the period and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the Directors are required to:

- » select suitable accounting policies for the Company financial statements and then apply them consistently;
- » make judgements and estimates that are reasonable and prudent;
- » state that the financial statements have been prepared in accordance with the applicable accounting standards, identify those standards, and note the effect and the reasons for any material departures from those standards; and

107

» prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for ensuring that the Company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the Company, enable at any time the assets, liabilities, financial position and profit or loss of the Company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for maintenance and integrity of the corporate and financial information included in the Company's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

#### Signed on behalf of the Directors

Shan

John Coleman Chief Executive Officer Date: 14 June 2024 Comac Orande

Cormac O'Rourke Chairperson Date: 14 June 2024



#### Report for presentation to the Houses of the Oireachtas

#### The Land Development Agency DAC

#### Opinion on the financial statements

I have audited the financial statements of the Land Development Agency DAC for the year ended 31 December 2023 as required under the provisions of Section 46 of the Land Development Agency Act 2021. The financial statements comprise the income statement, the statement of comprehensive income, the statement of financial position, the statement of changes in equity, the statement of cash flows and the related notes, including a summary of significant accounting policies.

In my opinion, the financial statements

- give a true and fair view of the assets, liabilities and financial position of the Agency at 31 December 2023 and of its income and expenditure for 2023, and
- have been properly prepared in accordance with the financial reporting framework set out in note 2 to the financial statements.

#### Basis of opinion

I conducted my audit of the financial statements in accordance with the International Standards on Auditing (ISAs) as promulgated by the International Organisation of Supreme Audit Institutions. My responsibilities under those standards are described in the appendix to this report. I am independent of the Agency and have fulfilled my other ethical responsibilities in accordance with the standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Conclusions related to going concern

The directors have prepared the financial statements on a going concern basis. As described in the appendix to this report, I conclude on

- the appropriateness of the use by the directors of the going concern basis of accounting, and
- whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern.

I have nothing to report in that regard.

#### Report on information other than the financial statements, and on other matters

The directors have presented certain other information with the financial statements. This comprises the annual report including the directors' report, the statement on internal control and the directors' responsibility statement. My responsibilities to report in relation to such information, and on certain other matters upon which I report by exception, are described in the appendix to this report.

#### Reliance on spreadsheet-based accounting system

The governance statement presented with the financial statements recognises the responsibility of the Board for keeping appropriate accounting records and for the maintenance and integrity of the corporate and financial information.

A significant number of amendments were required to the draft financial statements presented for audit.

The statement on internal control discloses that the Land Development Agency currently uses a spreadsheet-based accounting system which requires significant manual intervention. The Board states that it is satisfied that compensatory controls are in place to mitigate risks arising from the use of the current system. The Board is planning the roll out of automated accounting software in 2024.

FINANCIAL STATEMENTS

108

Deans Mc Cartly.

Seamus McCarthy Comptroller and Auditor General 14 June 2024

#### Appendix to the report

#### Responsibilities of the Directors

As detailed in the directors' report, the directors are responsible for

- the preparation of annual financial statements in the form prescribed under section 46(2) of the Land Development Agency Act 2021
- ensuring that the financial statements give a true and fair view in accordance with the financial reporting framework set out in note 2 of the financial statements
- ensuring the regularity of transactions
- assessing whether the use of the going concern basis of accounting is appropriate, and
- such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Responsibilities of the Comptroller and Auditor

I am required under Section 46 of the Land Development Agency Act 2021 to audit the financial statements of the Agency and to report thereon to the Houses of the Oireachtas.

My objective in carrying out the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the financial statements whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls
- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.

- I conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause the Agency to cease being a going concern.
- I evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I report by exception if, in my opinion,

- I have not received all the information and explanations I required for my audit, or
- the accounting records were not sufficient to permit the financial statements to be readily and properly audited, or
- the financial statements are not in agreement with the accounting records.

Information other than the financial statements

My opinion on the financial statements does not cover the other information presented with those statements, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, I am required under the ISAs to read the other information presented and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

#### Reporting on other matters

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation. I report if I identify there are material matters relating to the manner in which public business has been conducted.

I seek to obtain evidence about the regularity of financial transactions in the course of audit. I report if I identify any material instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.



#### Independent auditor's report to the members of The Land Development Agency DAC

#### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of The Land Development Agency DAC ('the Company'), for the year ended 31 December 2023 which comprise statement of comprehensive income, statement of other comprehensive income, statement of financial position, statement of changes in equity, statement of cash flows and notes to the Company financial statements, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Companies Act 2014 and FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* issued in the United Kingdom by the Financial Reporting Council (FRS 102).

In our opinion, the accompanying financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at December 31, 2023, and of its loss for the year then ended;
- have been properly prepared in accordance with FRS 102; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

#### Other information

The directors are responsible for the other information. The other information comprises the information included in the directors report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the



course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### Opinions on other matters prescribed by the Companies Act 2014

In our opinion, based on the work undertaken in the course of the audit, we report that:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements;
- the directors' report has been prepared in accordance with applicable legal requirements;
- the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited; and
- the financial statements are in agreement with the accounting records.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

#### Matters on which we are required to report by exception

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the requirements of any of Sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. We have nothing to report in this regard.

#### Respective responsibilities

#### Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement out on page 4, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Irish Auditing and Accounting Supervisory Authority's website at: <a href="http://www.iaasa.ie/getmedia/b2389013-">http://www.iaasa.ie/getmedia/b2389013-</a>



<u>1cf6-458b-9b8f-a98202dc9c3a/Description of auditors responsibilities for audit.pdf.</u> This description forms part of our auditor's report.

#### The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Tuohy

for and on behalf of Forvis Mazars Chartered Accountants & Statutory Audit Firm Harcourt Centre, Block 3 Harcourt Road

Dublin 2

Date: 17 June 2024

# Financial Statements

#### THE LAND DEVELOPMENT AGENCY DAC

#### **Income Statement**

for the year ended 31 December 2023

	Notes	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Turnover	4	25,127,448	2,303,006
Cost of Sales	4	(24, 361, 262)	(2,303,006)
Gross Profit		766,186	-
Other Income			
Oireachtas Grants	5	855,104	768,475
Other Income	6	2,223,578	-
Total Other Income		3,078,682	768,475
Expenses			
Operating Expenses:			
Professional Fees	7	8,009,526	6,284,501
Staff Costs	8	9,033,213	4,993,474
Communications and IT	9	653,216	500,279
Rent, Service Charges and Rates	10	656,700	330,125
Office Administration	11	472,531	196,623
Non-Executive Directors' Costs	13	118,285	44,823
Depreciation	14	2,373,384	110,688
Amortisation	15	89,179	66,885
Total Expenditure		(21,406,034)	(12,527,398)
Tax Expense		-	-
Loss for the Period After Tax		(17,561,166)	(11,758,923)

The accompanying notes form an integral part of the financial statements.

Approved for issue by the Board of Directors on 14 June 2024.

John Coleman Chief Executive Officer Date: 14 June 2024 Cormac O'Rourke Board Chairperson Date: 14 June 2024

#### THE LAND DEVELOPMENT AGENCY DAC Statement of Comprehensive Income

for the year ended 31 December 2023

	Notes	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Deficit for the financial period		(17,561,166)	(11,758,923)
Actuarial gain on pension schemes			
Gain/(Loss) due to change in assumptions	12b	(51,127)	472,605
Adjustment to deferred retirement benefit funding asset	12b	48,677	(253,360)
Total loss for the financial period		(17,563,616)	(11,539,678)

The accompanying notes form an integral part of the financial statements.

Approved for issue by the Board of Directors on 14 June 2024

Shan John Coleman Chief Executive Officer

Date: 14 June 2024

Cormac O'Rourke **Board Chairperson** 

Date: 14 June 2024

#### THE LAND DEVELOPMENT AGENCY DAC **Statement of Financial Position**

as at 31 December

	Notes	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Non-Current Assets			
Property, Plant and Equipment	14	428,535,545	28,888,062
Intangible Assets	15	208,825	298,004
		428,744,370	29,186,066
Current Assets			
Debtors and other receivables	16	29,478,405	14,500,976
Stock	17	41,784,719	2,159,838
Cash and cash equivalents	18	427,185,101	54,126,292
		498,448,225	70,787,106
Creditors: Amounts falling due within one year			
Trade and other payables	19	30,612,053	10,902,679
		30,612,053	10,902,679
Pensions			
Retirement Benefit Obligation	12c	883,716	747,576
Deferred Retirement Benefit Funding Asset	12d	(445,749)	(383,274)
		437,967	364,302
Net Assets			
		896,142,575	88,706,191
Capital and Reserves			
Share Capital	20	925,000,000	100,000,000
Capital Contribution	21	245,869	245,869
Retained Deficit for period		(29,103,294)	(11,539,678)
		896,142,575	88,706,191

The accompanying notes form an integral part of the financial statements

Approved for issue by the Board of Directors on 14 June 2024

Shain John Coleman Chief Executive Officer Date: 14 June 2024

Cormac O'Rourke **Board Chairperson** Date: 14 June 2024

THE LAND DEVELOPMENT AGENCY DAC 115 ANNUAL REPORT - 2023 FINANCIAL STATEMENTS 116

# THE LAND DEVELOPMENT AGENCY DAC Statement of Changes in Equity

for the year ended 31 December 2023

	Share Capital €	Capital Contribution €	Retained Losses €	Total Equity €
At 1 January 2023	100,000,000	245,869	(11,539,678)	88,706,191
Issued Share Capital	825,000,000	-	-	825,000,000
Capital contribution	-	-	-	-
Loss for the period	-	-	(17,561,166)	(17,561,166)
Comprehensive Income	-	-	(2,450)	(2,450)
Balance as at 31 December 2023	925,000,000	245,869	(29,103,294)	896,142,575
	Share Capital €	Capital Contribution €	Retained Losses €	Total Equity €
At 20 December 2022 (Date of Incorporation)	-	-	-	-
Issued Share Capital	100,000,000	-	-	100,000,000
Capital contribution	-	245,869	-	245,869
Loss for the period	-	-	(11,758,923)	(11,758,923)
Comprehensive Income	-	-	219,245	219,245
Balance as at 31 December 2022	100,000,000	245,869	(11,539,678)	88,706,191

The accompanying notes form an integral part of the financial statements

#### THE LAND DEVELOPMENT AGENCY DAC

#### **Statement of Cash Flows**

for the year ended 31 December 2023

	Notes	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Cash flows from operating activities			
Deficit for the period		(17,563,616)	(11,539,678)
Adjustments for:			
Movement on pensions	12	73,665	(151,037)
Depreciation of property, plant, and equipment	14	2,373,384	110,688
Amortisation of intangible assets	15	89,179	66,885
Deferred Retirement Benefit Asset	12	(48,677)	243,952
Retirement Benefit Obligation	12	48,677	(243,952)
Movements in working capital:			
Increase in stock	17	(39,624,881)	(2,159,838)
Increase in debtors	16	(14,977,429)	(14,094,692)
Increase in payables	19	19,709,374	8,276,299
Cash outflows from operating activities		(49,920,324)	(19,491,373)
Cash flows from investing activities			
Investments in property, plant, and equipment	14	(402,020,867)	(27,625,613)
Net cash used in investing activities		(402,020,867)	(27,625,613)
Cash flows from financing activities			
Cash receipts from issuing share capital	20	825,000,000	100,000,000
Cash flows from financing activities		825,000,000	100,000,000
Net increase in cash and cash equivalents		373,058,809	52,883,014
Cash and cash equivalents at beginning of period		54,126,292	1,243,278
Cash and cash equivalents at end of financial period		427,185,101	54,126,292

The accompanying notes form an integral part of the financial statements.

#### THE LAND DEVELOPMENT AGENCY DAC

# Notes to the Financial Statements

for the year ended 31 December 2023

## 1. GENERAL INFORMATION

119

The Land Development Agency DAC is a Designated Activity Company limited by shares incorporated and registered in the Republic of Ireland under the Companies Act 2014 (Registered Number: 710453). The address of the Company's registered office is shown on page 82. The principal activities of the Company are to develop and acquire social and affordable housing. The financial statements are for the financial year ended 31 December 2023. The Land Development Agency DAC as currently established is a Public Benefit Entity as defined under FRS 102.

## THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

(continued)

#### 2. SIGNIFICANT ACCOUNTING POLICIES

The basis of accounting and significant accounting policies adopted by the Company are set out below. They have been applied consistently throughout the financial year.

# Basis of Preparation

These financial statements for the year ended 31 December 2023 have been prepared in accordance with the Companies Act 2014 and FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland, issued by the Financial Reporting Council in the UK ("FRS 102"). The Financial Statements also comply with the Code of Practice for the Governance of State Bodies

The financial statements are presented in euro (€), which is the Company's functional and presentational currency and the currency of the primary economic environment in which it operates.

The financial statements have been prepared under the historical cost convention.

### **Going Concern**

The Directors believe that the Company is well placed to manage its funding risks successfully.

The Company's forecasts and projections show that the Company is expected to meet its liabilities as they fall due during the going concern period. The LDA is a key deliverer of social and affordable housing for the Government

and the shareholders have demonstrated their continued commitment to the LDA by committing a further €1.25billion in share equity to the LDA, in addition to the €1.25bn already committed. The total value of share capital subscriptions by the shareholders permitted by the Act as of 6 March 2024 via the section 32A of the LDA Act 2021 (inserted by section 69 of the Local Government (Mayor of Limerick) and Miscellaneous Provisions Act 2024) is €2.5 billion and the LDA has not entered commitments exceeding this value at the date of signing the financial statements. The Directors have a reasonable expectation that the balance of the unsubscribed equity will be available when required to fund its activities.

The Directors and the Audit and Risk Committee, since its establishment in March 2023, review key aspects of the Company's activities on an on-going basis and review, whenever appropriate, the critical assumptions underpinning its longterm strategies. The Company's activities are subject to risk factors including planning, cost, market, operational, inflation, interest, and other risks. The Directors have reviewed these risk factors and all relevant information to assess the Company's ability to continue as a going concern.

Following consideration of the facts set out above, the Directors have concluded that they have a reasonable expectation that the Company will continue to meet its liabilities as they fall due for the going concern period and consequently the financial

statements are prepared on a going concern basis. The Directors have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern over the next 12 months, the period covered by the assessment.

The period of assessment used by the Directors is twelve months from the date of approval of these financial statements.

(continued)

for the year ended 31 December 2023

# SIGNIFICANT ACCOUNTING POLICIES CONTINUED

#### **Oireachtas grants**

Oireachtas grant income is recognised in the Income Statement once the conditions imposed by the grants have been met. Oireachtas grants received before income recognition criteria is satisfied are recorded as deferred income in Debtors and other receivables in the Statement of Financial Position.

# **Property assets** and **Depreciation**

Property Assets are classified as either "Assets under construction" or "Cost Rental Assets". Property assets under construction are stated at cost. Cost includes the cost of design and development costs incurred during the planning, design and development period. Costs incurred are expensed on each project until such point it is deemed probable that future economic benefits associated with the project will flow to the Company and cost can be measured reliably. Assets in the course of construction are not depreciated until they are completed and ready for use to ensure that they are depreciated only in periods in which economic benefits are expected to be realised.

Cost Rental Assets are homes let to tenants as cost rental tenancies. They are designated as cost rental homes by the Minister for Housing, Local Government and Heritage under section 30 of the Affordable Housing Act 2021. Cost Rental Assets are stated at cost and are disaggregated into land, structure and a specific set of major components that require periodic replacement. Each component is recognised on the basis of materiality and in cases where the useful economic life is substantially different from the rest of the structure. Depreciation of housing property components is charged so as to write down the cost of the components to their estimated residual value (the assumption is they are of no residual value), on a straight-line basis, over their estimated useful economic lives, as follows:

Component	Years
Housing Structure	100
Roof	50
Windows and Doors	25
Electrical and Heating	25
Bathrooms	25
Kitchens	20

## THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

#### Other fixed assets and depreciation

Fixed assets, excluding cost rental assets and assets under construction, are stated at their historical cost, less accumulated depreciation, and provision for impairment. The charge to depreciation is calculated to write off the original cost of tangible assets, less their estimated residual value, over their expected useful lives as follows:

Improvements on Leasehold buildings	Over lease term of 10 years
Furniture and Fittings	Straight line – 10 years
IT Equipment	Straight line – 3 to 5 years

The residual value and useful lives of fixed assets are considered annually for indicators that these may have changed. Where such indicators are present, a review will be carried out of the residual value, depreciation method and useful lives, and these will be amended if necessary. Changes in depreciation rates arising from this review are accounted for prospectively over the remaining useful lives of the assets.

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the asset was already of an age and in the condition expected as at the end of its useful life.

#### **Expenditure**

Expenditure comprises operational and property development expenditure. Operational expenditure comprises staff costs, Directors' fees, rent, service charges and professional fees. Property development expenditure that is capital in nature but does not yet meet the capitalisation requirements, consists of property-specific expenditure. Expenditure is included on the accrual basis.

# **Intangible assets** and amortisation

Intangible assets are initially recorded at cost and are subsequently stated at cost less any accumulated amortisation and impairment losses. Costs are capitalised as intangible assets on the basis of the costs incurred to develop and bring to use the specific database/software. Any intangible assets carried at a revalued amount, are recorded at the fair value at the date of revaluation, as determined by reference to an active market, less any subsequent accumulated amortisation and impairment

Amortisation is calculated to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

Register of Relevant Public Lands	Straight Line - 4 years
Accounting Software	Straight Line - 3 years

If there is an indication that there has been a significant change in useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new estimates.

# THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

(continued)

### THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

(continued)

124

# SIGNIFICANT ACCOUNTING POLICIES CONTINUED

A review of indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date. Amortisation of cost commences when the asset is available for use. Normal repairs and maintenance costs associated with intangible assets are expensed as incurred.

#### **Financial Instruments**

The Company has chosen to adopt Section 11 and 12 of FRS 102 in respect of financial instruments.

# Cash and cash equivalents

Cash comprises cash on hand, cash held by managing agents, cash held by solicitors, and ondemand deposits. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Cash and cash equivalents are carried at amortised cost in the Statement of Financial Position.

The Statement of Cash Flows shows the changes in cash and cash equivalents arising during the period from operating activities, investing activities and financing activities. The cash flows from operating activities are reported using the indirect method, whereby major classes of gross cash receipts and gross payments are disclosed.

# **Debtors and other receivables**

Debtors and other receivables are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs). Subsequently, trade debtors are measured at amortised cost using the effective interest method less impairment losses for bad and doubtful debts except where the effect of discounting would be immaterial. In such cases the receivables are stated at cost less impairment losses for bad and doubtful debts.

Contract deposits for house purchases by the Company are recognised as deposits when paid and are transferred to property, plant, and equipment on legal completion of the contract when the remainder of the contract price is paid.

# Trade and other payables

Trade and other payables are initially recognised at transaction price unless the liability constitutes a financing transaction, in which case the instrument is measured at the present value of the future payments discounted at a market rate of interest. These instruments are subsequently carried at amortised cost, using the effective interest rate method.

#### Stock

Stock represents construction costs incurred on the affordable-for-sale and social portions of the shared development site, being the Shanganagh Castle development in Shankill, Co. Dublin. Stock is stated at the lower of cost and net realisable value. Cost refers to development costs incurred during the development period.

# **Turnover and Cost of Sales**

Turnover represents construction costs recharged to local authorities for the social housing element of the Company's joint venture development sites, and rents received from tenants at the LDA's cost rental sites. Turnover from construction costs recharged is recognised using invoice costs paid by the LDA with relevant apportioning for the social portion of the project. On the date a sale is recognised, an offsetting charge is made to cost of sales and stock. Cost of Sales equals turnover as there is no margin applied to the construction costs recharged to the local authorities. Cost rental revenue represents gross rental income received from cost rental units at the LDA's Delgany and Parklands locations.

#### **Value Added Tax**

The financial statements include VAT on expenditure, to the extent that, to date, VAT is generally not recoverable from Revenue. Where the Company is deemed to be the principal contractor for Relevant Contracts Tax purposes, the Company self-accounts for the related VAT through its Revenue submissions. Where the Company is certain of the tenure output of a site, (at present, this pertains to one site only) and can therefore confirm the recoverability of VAT on the costs incurred, it reclaims such VAT in its Revenue submissions. Turnover and stock are reported net of VAT.

### **Foreign currencies**

Transactions denominated in currencies other than euro are recorded at rates ruling at the date of those transactions.

Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. The resulting exchange differences are dealt with in the Income Statement.

#### **Provisions**

Provisions are recognised when the Company has a present legal or constructive obligation arising as a result of a past event, where it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the same value of money and the risk specific to the obligation.

THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

#### (continued)

# SIGNIFICANT ACCOUNTING POLICIES CONTINUED

#### Retirement Renefits

Employee pension entitlements are currently provided by three pension schemes, plus a contractual commitment to the CEO for a scheme yet to be established, as follows:

for the year ended 31 December 2023

a) Land Development Agency Superannuation Scheme 2022 (closed to new entrants)

On 24 March 2022, the predecessor entity received approval from Minister for Housing, Local Government and Heritage with the consent of the Minister for Public Expenditure, National Development Plan Delivery and Reform, to establish the Land Development Agency superannuation scheme 2022. The scheme is a defined benefit scheme which is funded on payas-you-go-basis. On dissolution of the predecessor entity, the scheme was closed to new entrants. The CEO is included in this scheme.

#### b) Single Public Service Pension Scheme (SPSS) (closed to new entrants)

The predecessor entity also operated the SPSS which is a defined benefit scheme for pensionable public servants appointed on or after 1 January 2013, in respect of a small number of employees.

SPSS members' contributions were paid over to the DPENDR. Section 44 of the Public Service Pensions (Single Scheme and other provisions) Act 2012 provides for funding of pension payments as they fall due by way of payments from funds provided by the Oireachtas for that purpose. On dissolution of the predecessor entity, the scheme was closed to new entrants.

c) Defined Contribution Scheme

For current and new employees, the Company operates an approved defined contribution scheme called The Land Development Agency Zurich Master Trust. Contributions are paid by the members and the Company at fixed rates. The benefits secured at retirement reflect each employee's accumulated fund and the cost of purchasing benefits at that time.

#### Retirement Benefit Obligation – Defined Benefit Schemes

Pension costs in respect of the two closed defined benefit schemes reflect pension benefits earned by employees in the period.

Actuarial gains or losses arising on scheme liabilities and assets are reflected in the Statement of Comprehensive Income.
Retirement Benefit Obligations represent the present value of future pension payments earned by members to date. The scheme liabilities as at 31 December 2023 have been valued by an independent actuary using the projected unit method.

In respect of the SPSS, the Agency recognises a deferred pension funding asset to be recovered in future periods.

#### **Death benefits**

Death benefits are insured on a group basis and may be paid in the form of a lump sum and/or survivor's pension.

#### Retirement Benefit Obligation – Defined Contribution Scheme

The assets of the defined contribution scheme are held under trust and are separate from those of the Company. The only obligation of the Company with respect to the defined contribution scheme is to make the specified contributions and pay administration expenses. Obligations for contributions to the defined contribution scheme are recognised as an expense in the Income Statement as incurred. The pension charge for the financial period represents the actual contributions paid by the Company

# **Employee Short-term Benefits**

Short-term benefits, such as holiday pay, are recognised as an expense in the year and are charged to the Income Statement. Short-term benefits that are accrued at year-end are included within the Trade and other payables figure in the Statement of Financial Position.

### **Operating leases**

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the Income Statement on a straight-line basis over the life of the lease.

#### **Related parties**

For the purposes of these financial statements, a person is considered to be related to the Company if that person:

- (a) has control or joint control of the Company;
- (b) has significant influence over the Company; or
- (c) is a member of the key management personnel of the Company or of a parent of the Company.

An entity is related to the Company if any of the following conditions apply:

- » the entity is an associate or joint venture of the Company (or an associate or joint venture of a member of a group of which the Company is a member).
- » both the entity and the Company are joint ventures of the same third party.
- the entity is a joint venture of a third entity and the Company is an associate of the third entity.
- » the entity is a post-employment benefit plan for the benefit of employees of either the Company or an entity related to the Company.
- w the entity is controlled or jointly controlled by a person identified in (a), (b) or (c) above.
- » a person identified in (a) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- » the entity, or any member of a group of which it is a part, provides key management personnel services to the Company or to the parent of the Company.

# Capital Contribution

All assets and liabilities of the predecessor entity were transferred to the Company as a non-cash consideration in accordance with the Land Development Agency Act 2021. All transfers were made at net book value.

#### **Taxation**

It should be noted that the Company has a current and deferred tax charge at 31 December 2023 of nil (2022: nil). The Company has not recorded a deferred tax asset due to the lack of visibility of the timeframe that such an asset could be utilised against future taxable profits.

# 3. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of these financial statements requires the Directors to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses that are not readily apparent from other sources.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will seldom equal the related actual results. The estimates and assumptions that have a significant risk, causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

# **Development Expenditure Capitalisation**

The Company is currently developing projects that will yield social and affordable homes. The Company has carried out a review of development expenditure incurred in the period to assess the appropriate accounting treatment for project-specific expenditures. In this assessment, the following aspects were considered:

- Demonstration that it is probable that any future economic benefit will flow from the asset; and
- b. The development's current project stage in the project life cycle.

We review the following criteria when assessing whether (a) is satisfied on a project-by-project basis:

- Project feasibility assessment outcome
- Approval at Gateway 2 (ii) of the Development Procedure
- Assessment of available financing to complete /manage as part of the above
- Likelihood of approval of planning permission
- Intention of management to complete the project as planned

#### **Cost Rental Assets**

The accounting treatment adopted by the Company reflects the guidance under FRS 102 section 16 paragraph 3A whereby property held primarily for the provision of social benefits shall not be classified as investment property and shall be accounted for as Property, Plant and Equipment. As such, costs will be included under specific categories, as set out in accounting policies Note 2 under Property assets and Depreciation and amortised over their useful life.

# **Impairment of property assets**

for the year ended 31 December 2023

Determining whether there are indicators of impairment of the Company's property assets, including those held as fixed assets and current assets, requires judgement. The following are considered to be indicators of impairment, but other events may indicate that an impairment review is required:

- » any issue that was not identified as part of a property's initial appraisal which results in a material increase in the cost of the property;
- » a change in government policy, regulation or legislation;
- » a reduction in demand for a
- a reduction in the market value of cost rental properties; and
- » obsolescence of a property (i.e. it is planned to regenerate the property by demolishing it).

As a result of the impairment consideration conducted at the year-end, no indicators of impairment have been identified and no provisions have been required. Refer to Note 14 for details of the housing assets balance subject to impairment review.

# **Economic lives of depreciable assets**

The annual depreciation charge depends primarily on the estimated lives of each type and component of fixed and property assets and, in certain circumstances, estimates of fair values and residual values. Annually, the Directors review these asset lives and residual values and adjust them as necessary to reflect current estimates in light of technological change, prospective economic utilisation and the physical condition of the assets concerned.

# **Accounting Treatment for Pensions**

A small number of staff members that were originally seconded from the NTMA participate in a defined benefit pension scheme called the Land Development Agency Superannuation Scheme 2022. The Land Development Agency Superannuation Scheme 2022 is now closed. However, benefits to staff under the scheme while it existed remain a liability of the Agency and are accounted for in the Financial Statements in accordance with FRS 102. The Directors, on the basis of specialist actuarial advice, have made estimates on relevant factors in determining the Agency's liability. See Note 12 for further details.

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 pension and post-retirement plans.

These assumptions can be affected by:

- » The discount rate, changes in the rate of return on highquality corporate bonds
- » Future compensation levels, future labour market conditions
- » Health care cost trend rates and the rate of medical cost inflation in the relevant regions

The Agency no longer participates in the Single Public Service Scheme, which is now a liability of the Exchequer. However, benefits to staff under the scheme are accounted for in the Financial Statements in accordance with FRS 102 with related disclosures set out in Note 12.

# THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

(continued)

for the year ended 31 December 2023

#### 4. Turnover and Cost of Sales

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Turnover	24,086,391	2,303,006
Cost rental revenue	1,041,057	-
Total Turnover	25,127,448	2,303,006

Cost of Sales	(24,086,391)	(2,303,006)
Cost rental expenses	(274,871)	-
Total Cost of sales	(24, 361, 262)	(2,303,006)

The principal activity of the Company is to facilitate the acquisition and development of affordable and social housing for rental or onward private ownership. To achieve this objective, the Company provides property planning, design, construction, and management services in the Republic of Ireland.

Turnover represents amounts recharged to Dún Laoghaire-Rathdown County Council for costs associated with the construction of the social housing portion of the Shanganagh Castle development. Turnover amounts are offset by a corresponding entry to cost of sales and stock. Net income on these recharges is nil.

Cost rental revenue represents rental income received from cost rental units at the LDA's Delgany and Parklands locations. Cost rental expense represents operating costs and estate management costs related to the income generated from these cost rental units.

### THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

(continued)

for the year ended 31 December 2023

#### 5. Oireachtas Grants

The work of the Company related to certain activities including the Register of Relevant Public Lands is funded from the vote of the Department. The Department provides an annual state grant to the Company to support this work and total funding from the Department has been received as follows:

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Department of Housing, Local Government and Heritage contributions	855,104	768,475
Name of grantor	Department of Housin	g, Local Government and Heritage
Name of grant	Section 29 LDA Act(Public Services)	
Purpose grant	To support expenditure related to the development of the register and preparation of the report on relevant public lands	
	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Amount of grant	855,104	768,475
Term of total grant	One year	One year
Amountsdueatbeginningofperiod	268,475	-
Grant taken into income	855,104	768,475
a) Cash received in the period	1,123,579	500,000
b) Amounts due at year end	-	268,475

Costs incurred of €855,104 (2022: €768,475) are included in Note 7 under "Property Fees including Architectural services" and comprise cost of advices and support required to maintain the register of relevant public lands and to prepare the related report.

#### 6. Other Income

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Interest income	1,316,853	
Other income	906,725	
Total Other Income	2,223,578	

Interest income represents interest earned on exchequer bonds held with the National Treasury Management Agency.

Other income represents cost recoupment received from the Urban Regeneration and Development Fund (URDF) in relation to Digital Hub design costs. The URDF is a European Regional Development Fund (ERDF) programme to support integrated regeneration initiatives in designated urban centres. The scheme is operated by regional assemblies who are managing authorities responsible for verifying eligible expenditure on approved projects. The DHLGH makes funds available (on instruction by the managing authority and subject to the managing authority's verification) to reimburse local authorities on a matched funding basis. In the case of the LDA the managing authority is Dublin City Council.

#### 7. Professional Fees

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Property Fees including Architectural services	3,639,909	3,952,914
Investment Advisory Services	2,655,610	1,100,573
Legal Fees	607,598	450,948
Research and Advisory	11,685	
Tax Advisory	27,060	
Corporate Advisory Fees	38,376	335,136
Recruitment and Human Resource Support	644,177	200,388
Internal Audit	244,451	150,096
External Audit	59,420	57,820
Property Management fees		22,872
Procurement Services	81,240	13,754
Total Professional Fees	8,009,526	6,284,501

#### 8. Staff Costs and Employee Information

#### Number of employees

for the year ended 31 December 2023

The average number of persons employed in the financial period was as follows:

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Chief Executive Officer	1	1
Executive Management Team	4	4
Operations	78	60
Total	83	65

The staff costs (inclusive of key management personnel) comprise:

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Wages and Salaries (including PRSI)	7,882,305	4,216,469
Defined Contribution Pension Scheme	671,762	347,768
LDA Superannuation Pension Scheme	71,215	63,708
Single Public Service Pension Scheme expense	13,798	9,408
Single Public Service Pension Scheme income	(13,798)	(9,408)
Secondment Expenses	156,173	283,130
Staff Training and Professional Memberships	51,159	39,538
Travel and Subsistence	86,869	30,712
Other Employee Expenditure	113,731	12,149
Total Staff Costs	9,033,213	4,993,474

Other Employee Expenditure represents a one-time purchase of gift vouchers for all LDA staff.

#### **Termination Benefits**

No termination benefits were paid during the year.

THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

#### (continued)

#### 8. Staff Costs and Employee Information (continued)

#### **Key Management Personnel**

for the year ended 31 December 2023

Section 33.6 of FRS 102 defines key management personnel as "those persons having authority and responsibility for planning, directing, and controlling the activities of the entity, directly or indirectly, including any director (executive or otherwise) of that entity". Key management personnel of the Company as at year end consists of Board of Directors, the Chief Executive Officer and members of the EMT. The total value of employee benefits paid to key management personnel were as follows:

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Wages and Salaries (including PRSI)	1,065,917	726,522
Directors Fees (including PRSI)	126,974	42,944
Pension Contributions (Excl. Accrued Pension for CEO below)	91,124	65,043
Total	1,284,015	834,509

No loans, quasi-loan or credit transactions were entered into by the Company with the Directors during the financial period. Directors Fees paid per above include €117,376 (including PRSI) relating to 2023 fiscal year and €9,598 relating to 2022.

#### Chief Executive Officer's Remuneration

The remuneration of the Chief Executive Officer is as follows:

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Salary	200,000	167,005
Company Vehicle	13,042	7,010
Health Insurance Contribution	5,189	3,892
Total	218,231	177,907

The CEO receives an annual salary of €200,000 (2022: €200,000) and a health insurance allowance of €5,200 (2022: €5,200). The CEO did not receive any performance related payments during the period. The CEO's pension entitlements are in line with the LDA's contractual obligations to establish a superannuation scheme for the CEO. While awaiting the approval for such a scheme to be established, a provision based on actuarial assumptions of €60,708 (2022: €43,751) is included in the pension calculation detailed per Note 12 to provide for such pension liability.

The Company entered into an operational lease agreement on 27 July 2023 for the CEO's electric company vehicle. The lease duration is 3 years and annual charge for this lease is €14,149 including VAT. A previous 3-year lease agreement entered into on 16 June 2020 with an annual cost of €9,334 including VAT expired during the year.

#### 9. Communications and IT

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Advertisements and Publications	81,565	81,735
Public Relations and Communications	188,770	92,924
IT Expenses	382,881	325,620
Total	653,216	500,279

#### 10. Rent, Service Charges, and Rates

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Rent	444,613	270,648
Service Charges	41,314	35,739
Rates	104,846	23,738
Fitout	65,927	-
Total	656,700	330,125

#### 11. Office Administration

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Insurance	222,644	74,594
Bank Fees and Negative Interest	3,576	31,642
Office Maintenance	40,441	26,988
Telephone	45,143	26,082
Utilities	34,347	21,980
Meetings, Conferences and Seminars	47,555	8,018
General Expenses	78,825	7,319
Total	472,531	196,623

THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

(continued)

#### 12. Pensions

## i. Pension Schemes Defined Contribution Scheme

for the year ended 31 December 2023

The LDA operates a defined contribution pension scheme (The Land Development Agency Zurich Master Trust) for current and new employees. Contributions are paid by scheme members and by the Company at fixed rates. The benefits secured at retirement reflect each employee's accumulated fund and the cost of purchasing benefits at that time. Contributions paid by the Company to the defined contribution scheme during the period are disclosed in Note 8.

#### **Defined Benefit Schemes**

Prior to the commencement of trading by the Company on 31 March 2022, the predecessor entity operated two defined benefit pension schemes for staff, which were the Single Public Service Pension Scheme and the Land Development Agency Superannuation Scheme 2022. Both schemes are now closed to new entrants. The LDA is in the process of setting up a defined benefit pension scheme for the CEO in line with contractual commitments in place.

#### Single Public Service Pension Scheme (SPSS)

Liabilities relating to the SPSS were assumed by the Exchequer prior to the dissolution of the predecessor entity and therefore transferred to the Company along with a corresponding asset to reflect the Exchequer's responsibility in this regard. The benefits payable to members of the SPSS are provided for under the terms of that scheme under the management of DPENDR.

#### The Land Development Agency Superannuation Scheme (LDASS)

The benefits payable to members of The Land Development Agency Superannuation Scheme 2022 are a liability of the Company. The CEO is included in the scheme.

#### ii. Pension Cost

The actuarial report for the year ending 31 December 2023 showed liabilities relating to SPSS, the LDASS 2022 and the contractual commitment to the CEO for a scheme yet to be established, have increased from a liability of €747,576 at 31 December 2022 to a liability of €883,716 at 31 December 2023. This is mainly due to a loss in relation to a change of assumptions of €25,245 and an experience loss of €25,882, for higher than expected CPI adjustment on SPSS benefits. Current service cost and net interest income comprise the balance of charges for 2023 of €81,013.

These movements are outlined in detail below.

#### a) Analysis of Total Retirement Benefit Costs

		Year ended	31 December 2023
	LDASS €	SPSS €	TOTAL €
Current service cost *	52,081		52,081
Interest on pension scheme liabilities	15,134	13,798	28,932
Deferred Funding Receivable			
Total defined benefit scheme charge			81,013
LDA Defined contribution scheme pension costs			671,762
Total pension costs			752,775

<sup>\*</sup> Current service cost relates to the contractual pension provision for the CEO.

#### 12. Pensions continued

#### b) Analysis of Amount Recognised in Comprehensive Income

			Year ended 31 December 2023
	LDASS €	SPSS €	TOTAL €
Experience Gain/(Loss) on Liabilities	10,464	(36,346)	(25,882)
Gain/(Loss) on Changes in Actuarial Assumptions	(12,914)	(12,331)	(25,245)
Total defined benefit scheme charge	(2,450)	(48,677)	(51,127)

#### c) Movement in net retirement benefit obligations during the period

			Year ended 31 December 2023
	LDASS €	SPSS €	TOTAL €
Liability as at 31 December 2022	(364,302)	(383,274)	(747,576)
Current Service Costs	(52,081)	-	(52,081)
Employee Contributions	(4,000)	-	(4,000)
Interest Costs	(15,134)	(13,798)	(28,932)
Change in Actuarial Assumptions	(12,914)	(12,331)	(25,245)
Experience Gain/(Loss)	10,464	(36,346)	(25,882)
Total defined benefit scheme balance*	(437,967)	(445,749)	(883,716)

<sup>\*</sup>included in the benefit scheme balance is €104,459 (2022: €43,751) which relates to the provision for net benefit obligations for the scheme yet to be established for the CEO.

# THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

(continued)

#### 12. Pensions continued

for the year ended 31 December 2023

During the year, the SPSS was revalued from €383,274 to €445,749 as follows:

	Year ended 31 December 2023
Single Pension Scheme	€
Single Public Service Pension Scheme	€
Liability as at 31 December 2022	(383,274)
Interest Cost	(13,798)
Change in Assumptions *	(12,331)
Experience loss *	(36,346)
Loss on pensions for period	(62,475)
Plan Liabilities at 31 December 2023	(445,749)

<sup>\*</sup> These movements are not reflected in the Income Statement but are included in the Statement of Comprehensive Income.

#### d) Net Deferred funding asset for pensions – SPSS

Asset Recognised at start of period	383,274
Increase in funding recoverable in the year	62,475
Closing Deferred Funding Asset	445,749

#### e) Actuarial Assumptions

137

The valuation of the scheme's liabilities used for the purposes of the FRS 102 Section 28: 'Employee Benefits' disclosure has been based on a full actuarial valuation at 31 December 2023 carried out by a qualified independent actuary. Pension scheme liabilities have been measured using the projected unit method.

#### 12. Pensions continued

#### f) Financial Assumptions

	Year ended 31 December 2023
Discount rate	3.30%
Rate of increase in salaries	3.40%
Inflation rate	2.40%
Future pension increases	2.40%

Discount rate is the rate of interest used to discount post-employment benefit obligations and is determined by reference to market yields on high quality corporate bonds. The 3.30% discount rate used in the actuarial valuation is based on yields available on high quality Euro denominated corporate bonds of appropriate duration.

The inflation rate assumption of 2.9% is consistent with the European Central Bank's long-term target for inflation in the euro-zone, adjusted to reflect current implied inflation based on market yields and swap yields. Pension and salary increases are assumed to increase in line with inflation.

#### **Demographic Assumptions**

The Company's number of scheme members is too small to analyse and produce meaningful estimates of future levels of mortality. As a result, in performing an actuarial valuation, standard mortality tables have been used as follows:

	Year ended 31 December 2023
Mortality Pre Retirement	None
	Males:58% ILT15
Mortality Post Retirement	Females:62% ILT15

The mortality bases above allow for improvements in life expectancy over time, so that life expectancy will depend on the year in which a member attains retirement age. The table below shows the standard life expectancy for members of the pension schemes':

Current Age	Male Life Expectancy	Female Life Expectancy
45	24.3 years	26.4 years
65	22.1 years	24.3 years

#### 12. Pensions continued

#### g) History of defined benefit obligations, assets and experience gains and losses

	Year ended 31 December 2023
Difference between expected and actual interest on pension scheme assets:	
Amount (€)	n/a
Percentage of pension schemes' assets	n/a
Experience losses on pension scheme liabilities:	
Amount (€)	(25,882)
Percentage of pension schemes' liabilities	(2.9%)
Total amount recognised in Comprehensive Income:	
Amount (€)	(51,127)
Percentage of pension schemes' liabilities	(5.8%)

#### 13. Non-Executive Directors' Costs

139

	Year ended 31 December 2023 €	Nine months ended 31 December 2022€
Directors' Fees	110,250	44,124
Directors' Travel and Subsistence	6,886	379
Directors' Meetings	1,149	320
Total	118,285	44,823

#### 14. Property, Plant, and Equipment

for the year ended 31 December 2023

14. Property,	r rarrey arra	=quipinioni				
	Cost Rental Assets	Assets Under Construction	Leasehold Improvm.	Fixtures and Fittings	IT Equipment	Total
Cost	€	€	€	€	€	€
Opening Balance at 01/01/2023	11,010,661	17,720,792	47,962	43,466	175,869	28,998,750
Additions	295,810,775	106,006,835		27,642	175,614	402,020,866
Reclassification						
Closing Balance at 31/12/2023	306,821,436	123,727,627	47,962	71,108	351,483	431,019,616
Depreciation						
Opening Balance at 01/01/2023	25,326		4,496	4,052	76,814	110,688
Charge for the period	2,271,744		5,995	6,094	89,550	2,373,384
Closing Balance at 31/12/2023	2,297,070		10,491	10,146	166,364	2,484,071
Net Book Value at 31/12/2023	304,524,366	123,727,627	37,471	60,962	185,119	428,535,545

(continued)

THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

(continued)

#### 14. Property, Plant, and Equipment (Continued)

	Cost Rental Assets	Assets Under Construction	Leasehold Improvm.	Fixtures and Fittings	IT Equipment	Total
Cost	€	€	€	€	€	€
Opening Balance at 20/12/2021						
Assets Transferred			47,962	43,466	175,869	267,297
Additions	11,010,661	16,614,952				27,625,613
Reclassification						1,105,840
Closing Balance at 31/12/2022	11,010,661	17,720,792	47,962	43,466	175,869	28,998,750
Depreciation						
Opening Balance at 20/12/2021						
Charge for the period	25,326		4,496	4,052	76,814	110,688
Closing Balance at 31/12/2022	25,326		4,496	4,052	76,814	110,688
Net Book Value at 31/12/2022	10,985,335	17,720,792	43,466	39,414	99,055	28,888,062

#### 14. Property, Plant, and Equipment (continued)

Assets under Construction includes construction works in progress and design costs incurred at sites when it is deemed probable that future economic benefits associated with the project will flow to the Company and costs can be measured reliably. This comprises the projects at Shanganagh Castle in Shankhill, Co. Dublin, St. Kevin's Hospital in Co. Cork, Devoy Barracks in Naas, Co. Kildare, Castlelands in Balbriggan, Co. Dublin, Hacketstown in Skerries Co. Dublin, St. Teresa's Gardens in Dublin 8, Cromcastle in Dublin 17, Clongriffin in Dublin 13, Bluebell in Dublin 12, Dyke Road, Co. Galway, Cherry Orchard in Dublin 10, and CMH Dundrum in Dublin 14.

Assets Under Construction includes Land of €56,140,863 at 31 December 2023 (2022: €1,105,840) at Thomas Court in Dublin 8, St. Kevin's, Clongriffin, Devoy Barracks, and Clonsilla in Dublin 15.

Assets Under Construction also includes a reclassification related to a site purchased at Thomas Court in 2021, previously classified as investment property by the predecessor LDA entity. On review of the accounting treatment the Company has reclassified the asset as property, plant and equipment.

In December 2023, the Company requested to drawdown of €4,068,461 from Dun Laoghaire-Rathdown County Council who are in receipt of the Serviced Sites Fund for the Shanganagh Castle Estate Project in Shankill, Co. Dublin. The drawdown is in relation to the value of site infrastructure works completed to date to accommodate the construction of 306 Cost Rental residential units. The units are being developed by the Land Development Agency in partnership with Dun Laoghaire Rathdown County Council.

Key accounting policies regarding the treatment of Property, Plant and Equipment are outlined in Note 2.

#### 15. Intangible Assets

	Register of Relevant Public Lands	Software Development	Total
Cost	€	€	€
Opening Balance at 01/01/2023	304,697	60,192	364,889
Additions			
Closing Balance at 31/12/2023	304,697	60,192	364,889
Amortisation			
Opening Balance at 01/01/2023	66,885		66,885
Charge for the period	89,179		89,179
Closing Balance at 31/12/2023	156,064		156,064
Net Book Value at 31/12/2023	148,633	60,192	208,825

(continued)

for the year ended 31 December 2023

#### 15. Intangible Assets (continued)

	Register of Relevant Public Lands	Software Development	Total
Cost	€	€	€
Opening Balance at 20/12/2021			
Assets Transferred	304,697	60,192	364,889
Additions			
Closing Balance at 31/12/2022	304,697	60,192	364,889
Amortisation			
Opening Balance at 20/12/2021			
Charge for the period	66,885		66,885
Closing Balance at 31/12/2022	66,885		66,885
Net Book Value at 31/12/2022	237,812	60,192	298,004

In 2022, the Company began the implementation of accounting software and is capitalising the development costs. Amortisation of software development costs will commence when the asset is available for use.

#### 16. Debtors and other receivables

	Year ended 31 December 2023 €	Nine months ended 31 December 2022€
Amounts receivable within one year:		
Prepayments and Deposits	16,487,684	13,048,748
Other Debtors	12,990,721	1,183,753
Accrued Grant Income		268,475
Total	29,478,405	14,500,976

#### 17. Stock

	Affordable for Sale	Social Housing	Total
Cost	€	€	€
Opening Balance at 01/01/2023	1,502,287	657,551	2,159,838
Additions	28,116,813		28,116,813
Construction costs incurred	12,061,830	23,532,629	35,594,459
Costs recharged (Turnover Note 4)		(24,086,391)	(24,086,391)
Construction costs incurred and not recharged	41,680,930	103,789	41,784,719

	Affordable For Sale	Social Housing	Total
Cost	€	€	€
Opening Balance at 20/12/2021			
Construction costs incurred	1,502,287	2,960,557	4,462,844
Costs recharged (Turnover Note 4)		(2,303,006)	(2,303,006)
Construction costs incurred and not recharged	1,502,287	657,551	2,159,838

Stock relates to additions and construction costs incurred for Affordable For Sale housing units in the LDA's Shanganagh Castle, Navan, Kilbarry, and Clonmore sites, plus the Social Housing portion of construction at the Shanganagh Castle site incurred but not yet invoiced to Dún Laoghaire-Rathdown County Council. In relation to stock held as Affordable For Sale, construction costs will be recovered through either sales to Affordable for Sale purchasers or an alternative strategy as required.

### 18. Cash and cash equivalents

for the year ended 31 December 2023

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Cash	124,280,039	54,126,292
NTMA Exchequer Bonds	300,250,078	-
Funds held by solicitors	2,477,208	-
Funds held by managing agents	177,776	-
Total	427,185,101	54,126,292

#### 19. Trade and other payables

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Amounts payable within one year:		
Accruals	21,509,344	9,152,112
Trade Creditors	7,054,897	773,136
VAT	1,228,500	587,450
PSWT	319,140	185,417
PAYE/PRSI	323,717	204,564
Cost rental deposits held	176,455	-
Total	30,612,053	10,902,679

#### 20. Share Capital and Reserves

for the year ended 31 December 2023

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Opening Balance	100,000,000	-
Issued during the period of €1.00 each	825,000,000	100,000,000
Closing Balance	925,000,000	100,000,000

During the period the company issued 825 million ordinary shares at €1.00 each (2022: 100 million ordinary shares at €1.00 each) to finance the Company's capital commitments and ongoing general operations. The ultimate beneficial ownership of the Company is held by the Minister for Public Expenditure, National Development Plan Delivery and Reform by means of 9 million nominal shares and the Minister for Housing, Local Government and Heritage by means of 1 million nominal shares. Further share drawdowns are disclosed under Note 24 "Post Balance Sheet Events". The Company has one class of ordinary shares which carry no right to fixed income and all share capital amounts were fully paid.

The Company's authorised share capital is  $\leq$ 5,000,000,000 divided into 5,000,000,000 ordinary shares of  $\leq$ 1.00 each.

The Land Development Act 2021 (LDA Act) provides that the Minister for Housing, Local Government and Heritage, and the Minister for Public Expenditure, National Development Plan Delivery and Reform shall subscribe to the constitution of the Company; and that only those two Ministerial officeholders shall hold the whole of the issued share capital of the Company, at any one time.

Upon incorporation of the Agency as a designated activity company, both Ministers subscribed for shares in accordance with section 25(2) of the LDA Act. The subscription monies were paid on behalf of the Ministers, by the Ireland Strategic Investment Fund (ISIF), managed and controlled by the National Treasury Management Agency (NTMA), on foot of a direction by the Minister for Finance under Section 42B of the NTMA (Amendment) Act 2014.

Only the Minister for Public Expenditure, National Development Plan Delivery and Reform may subscribe for further shares in the Company. Section 25(3) of the LDA Act enables the Company, with the prior consent of the Minister for Housing, Local Government and Heritage to issue further shares to the Minister for Public Expenditure, National Development Plan Delivery and Reform, with the subscription monies to be paid by ISIF under Section 42B of the NTMA (Amendment) Act 2014.

THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

(continued)

#### 21. Capital Contribution

for the year ended 31 December 2023

The Company assumed the relevant assets and liabilities of the predecessor entity. The net asset position of €245,869 is deemed to be a Capital Contribution to the Company.

The capital contribution consisted of the transfer of the following assets and liabilities from the previous Agency at 31 March 2022:

	Year ended 31 December 2023 €	Nine months ended 31 December 2022 €
Non-Current Assets	1,738,026	1,738,026
Current Assets	1,649,562	1,649,562
Trade and other payables	(2,626,380)	(2,626,380)
Net Retirement Benefit Obligation	(515,339)	(515,339)
Total Capital Contribution	245,869	245,869

A grant receivable from the DHLGH in the amount of €976,818 was not transferred from the predecessor entity. A pension liability and matching asset of €627,226 were transferred from the predecessor entity; however, they are netted off in the above table under "Net Retirement Benefit Obligation".

#### 22. External Audit Remuneration

Forvis Mazars, Chartered Accountants, is the Company's appointed statutory auditor. The Company accrued €41,820 (2022: €41,820) inclusive of VAT for the estimated cost of the statutory audit of the Company's financial statements for the year ended 31 December 2023. Forvis Mazars does not provide any other assurance, tax advisory or other non-audit services to the Company.

The Company is subject to the audit of the Comptroller and Auditor General pursuant to the Act. The Company accrued €17,600 (2022: €16,000) for the estimated cost of the audit by the Comptroller and Auditor General for the year ended 31 December 2023.

#### 23. Lease Commitments

The Company has commitments in respect of a lease on office accommodation at Ashford House, Tara Street, Dublin 2 which is held on a ten-year lease starting in January 2020.

At 31 December 2023, the Company had the following future minimum lease payment commitments under non-cancellable leases:

	Year ended 31 December 2023 €	
Payable within 1 year	369,747	363,690
Payable within 2 – 5 years	1,451,189	1,432,976
Payable after 5 years	358,244	716,488

The costs in relation to the fit-out and certain other matters, other than normal establishment and operating costs, were allocated for capital purposes and included under Leasehold Improvements in Fixed Assets. Ongoing improvements to the premises are treated in a similar manner.

#### 24. Related Party Transactions/Disclosure of Interests

The Company is a State-owned Irish company and therefore is a related party of the Government of Ireland. 99.89% of the issued share capital is held by the Minister for Public Expenditure, National Development Plan Delivery and Reform, a further 0.11% of the issued share capital is held by the Minister for Housing, Local Government and Heritage (see note 18 for further details on share-based transactions during the period).

During the period there were two wholly owned subsidiaries incorporated namely LDA Public Services DAC and LDA Residential Holdings DAC on 11 October 2023. The companies are inactive and not trading at the date of signing the financial statements.

The Directors had no beneficial interest in the Company at any time during the year.

The Company complies with the Code of Practice for the Governance of State Bodies issued by the DPENDR in relation to the disclosure of interests of Company members and its staff. Formal procedures exist to ensure adherence with this requirement of the Code.

The Company has entered into an agreement with The Housing Agency and Louth County Council whereby those entities have provided the Company with one employee each on a secondment arrangement.

The Company has also entered into an agreement with Cork City Council, whereby the Company is providing two employees on secondment arrangements.

### THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

(continued)

### THE LAND DEVELOPMENT AGENCY DAC NOTES TO THE FINANCIAL STATEMENTS

(continued)

for the year ended 31 December 2023

#### 24. Related Party Transactions/Disclosure of Interests (continued)

The Company also had projects in progress with local authorities as follows:

- **Shanganagh, Dublin**: In partnership with Dún Laoghaire-Rathdown County Council, the LDA will deliver 597 homes on the Shangangh site in Shankill, with two thirds to be delivered as cost rental homes (affordable rents) or as affordable for sale homes.
- **St Kevin's, Cork**: with the support of Cork City Council, the LDA is repurposing this well-known Cork landmark into a residential development with over 260 homes across a mix of social, affordable, and private tenures.
- St Teresa's Gardens (Donore Project): In partnership with Dublin City Council, the LDA is progressing the development of 543 new homes, along with commercial/retail space, a crèche, and community/cultural/arts space which, together, will form a backbone for a new distinct, integrated, urban community. Site work is expected to commence in 2024, following the successful grant of permission in 2023.
- Cherry Orchard: In partnership with Dublin City Council, the LDA is progressing plans
  for the development of lands in Dublin 10 to create a new, large, mixed-use residential
  development comprising over 1,100 homes over multiple phases, along with public
  amenity, community, retail, and commercial spaces
- **Cromcastle**: In partnership with Dublin City Council, the LDA is developing 146 new residential homes (both cost rental and social), along with community, arts, and cultural space on lands in Dublin 5. Work on site is expected to commence in 2024.
- **Cork Docklands**: The LDA and Cork City Council are jointly resourcing the Cork Dockland Delivery office which is progressing the infrastructure required to unlock critical delivery in the Cork Docklands.
- **Dyke Road, Galway**: Progressing to planning application stage with Galway City Council for a residential-led regeneration scheme in the heart of Galway City.
- Carey's Road, Limerick: Progressing site assembly and design brief with Limerick City
  and County Council for the Carey's Road site which is the first development project out
  of the Colbert planning framework. LDA are also supporting Limerick City and County
  Council in the delivery of the Mungret Affordable for Sale scheme expected to go to site
  during 2024.
- **North Docks, Waterford**: Engaging with Waterford City and County Council and lead developer on the residential element of the North Docks regeneration.

#### 25. Capital Commitments

At the balance sheet date, the Company had entered into contracts for the construction of housing on direct delivery projects and the forward purchase of homes under the Project Tosaigh initiative for aggregate value of  $\le$ 413 million.

#### 26. Post Balance Sheet Events

On 6 March 2024, legislative amendments were enacted which committed a further €1.25bn of share equity to the LDA as set out in Note 2 Going Concern.

On 25 April 2024, the Directors approved the allotment and issue of shares in the Company of 325 million ordinary shares of €1 at a subscription price of €1 being an aggregate subscription price of €325 million. The Company has yet to receive the proceeds of the share issue.

On the 25 April 2024, the Directors approved the application for Secure Tenancy Affordable Rental Investment Scheme (STAR) via an Equity Participation Agreement. The contract has been executed and funding of €60 million was received from the Housing Agency during May 2024.

#### 27. Contingent Liabilities

The Company has entered into contracts with delivery partners, the terms of which provide that they will build affordable for sale units for an agreed price. If homebuyers are not sourced for the units, the contracts provide that the Company may be obligated to purchase and take ownership of the units. As at 31 December 2023 the cost of this obligation, should it arise, amounts to €18 million. Should this contractual obligation arise, the Company will review the usage of such housing under the various affordable or cost rental schemes that it operates.

During the year the Company was granted planning permission for 852 homes on its Dundrum Central site. Judicial review proceedings were initiated by an individual and the matter is ongoing. Legal costs that may arise as a result could be in the region of €324,000.

#### 28. Approval of Financial Statements

The Financial Statements were approved and authorised for issue by the Board on 14 June 2024.





# Annual Report 2023 The Land Development Agency DAC