

# Land Development Agency

## Board Meeting of 1<sup>st</sup> April 2019

### Minutes of Meeting

<b>Date</b>	1 <sup>st</sup> April 2019
<b>Venue</b>	22 Merrion Square, Dublin
<b>Time</b>	10am
<b>Chair</b>	John Moran
<b>Other Board Members</b>	John Coleman, Michael Stone, Tim Bouchier Hayes, Caroline Timmons, Clare Costello, John O'Connor, Conn Murray
<b>Apologies</b>	Michelle Norris
<b>Other Attendees</b>	Barry O'Brien (LDA), Phelim O'Neill (LDA), Catriona Lawlor (Housing Agency)
<b>Minute Taker</b>	Catriona Lawlor (Housing Agency)

No	Item	Action																								
<b>1.</b>	<b>Board Preliminaries</b>																									
<b>1.1.</b>	<b>Disclosure of interests</b> The Board were provided an opportunity to declare any interests in respect of the meeting contents. None were reported.																									
<b>1.2.</b>	<b>Review of February 2019 Board meeting minutes</b> Minutes agreed.																									
<b>1.3.</b>	<b>Matters Arising</b> <table border="1" data-bbox="306 1218 1145 2018"> <tr> <td>1.</td> <td>Site assessment scorecard to be developed</td> <td>Agenda item 3</td> </tr> <tr> <td>2.</td> <td>Develop near term deliverables</td> <td>Agenda item 4.1</td> </tr> <tr> <td>3.</td> <td>Board meeting software</td> <td>Minutepad is now in place. Training is available for Board members</td> </tr> <tr> <td>4.</td> <td>Develop LDA regional city strategies</td> <td>Not yet commenced, see agenda item 3 regarding how it fits in to site appetite positioning</td> </tr> <tr> <td>5.</td> <td>Paper to be presented on Cost Rental</td> <td>Agenda item 2</td> </tr> <tr> <td>6.</td> <td>Chair/CEO to seek resolution in relation to employment contracts</td> <td>Agenda item 4.1 Agenda item 6</td> </tr> <tr> <td>7.</td> <td>Operating budget to be presented to May Board pending clarity on staff situation</td> <td>Work is continuing on the form of staff contract</td> </tr> <tr> <td>8.</td> <td>Executive to develop 2019 Board workplan</td> <td>Agenda item 4.3</td> </tr> </table>	1.	Site assessment scorecard to be developed	Agenda item 3	2.	Develop near term deliverables	Agenda item 4.1	3.	Board meeting software	Minutepad is now in place. Training is available for Board members	4.	Develop LDA regional city strategies	Not yet commenced, see agenda item 3 regarding how it fits in to site appetite positioning	5.	Paper to be presented on Cost Rental	Agenda item 2	6.	Chair/CEO to seek resolution in relation to employment contracts	Agenda item 4.1 Agenda item 6	7.	Operating budget to be presented to May Board pending clarity on staff situation	Work is continuing on the form of staff contract	8.	Executive to develop 2019 Board workplan	Agenda item 4.3	
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<b>2.</b>	<b>Cost Rental Overview – John Coleman</b>																									

<p>The interim CEO presented to the Board, a paper entitled “Cost Rental overview and suggested policy stance for the LDA”.</p> <p>The interim CEO outlined both the policy context and rationale for LDA involvement in establishing cost rental as a scalable housing choice for the Irish market (including the introduction of new tenure choices and LDA requirement to deliver 30% affordable housing on state lands). He also provided an overview of the potential near-term primary and secondary portfolio.</p> <p>The interim CEO outlined the executive’s view that a positive policy statement should be provided by the LDA in relation to its intentions to facilitate the delivery of a cost rental vehicle, subject to certain pre-conditions as outlined within the paper. Guidance was sought from the Board on how to proceed.</p> <p>The members discussed a number of areas, including;</p> <ul style="list-style-type: none"> <li>• The status and timing of the regulations;</li> <li>• Future LDA stakeholder input and interaction in relation to regulations;</li> <li>• The policy intention in terms of targeting specific income eligibility –e.g. size of addressable market, potential crossover in relation to social housing qualification criteria;</li> <li>• The applicability of comparing affordable rents to market;</li> <li>• The target / addressable market;</li> <li>• The requirement to ensure low cost provision of housing (construction / financing cost);</li> <li>• State aid rules / balance sheet treatment; and</li> <li>• The requirement for further structuring work (and Board approval) for any cost rental investment vehicle.</li> </ul> <p>The discussion which followed began with the question of how the LDA should interact with the Government policy framework on cost rental. Work is ongoing on this framework, but the detail has yet to be agreed.</p> <p>Members considered who cost rental should be targeted at. The current income limits for the Rebuilding Ireland Home Loan of €50,000 for a single person and €75,000 for a couple were discussed. Members felt that more detail analysis is needed in relation to the cost rental policy framework, including rental levels and target market, and asked the executive to revert with an update paper in this regard at the May Board meeting.</p> <p>The members nonetheless agreed that the executive team should continue in its efforts to secure access to cost rental sites, including Local Authority sites where applicable.</p> <p>The interim CEO also provided the members with a chronological summary of the facts in relation to the ongoing discussions with DLR</p>	<p>Cost rental update paper to be prepared by LDA executive</p>
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	regarding a potential cost rental scheme at Shanganagh Castle, Shankill, Co. Dublin.	
<b>3.</b>	<p><b>LDA Property Appetite/Property Scorecard – John Coleman*</b></p> <p>The interim CEO presented to the Board, a short-form paper entitled “LDA Property Appetite / Property Scorecard: Initial Considerations”. The intention of the paper was to provide the Board with a range of considerations in order to collate feedback regarding the potential creation of an LDA property appetite statement.</p> <p>The interim CEO outlined a number of factors for consideration, including the core principles of Project Ireland 2040, the objectives of the LDA as detailed in the draft LDA Bill and the range of land sourcing opportunities.</p> <p>A member’s discussion took place in relation to the paper. Members highlighted the importance of developing sites in a sustainable manner. Consideration should also be given to defining viability as it may not be the same as “developer viability” in all cases.</p> <p>The LDA should also give consideration to its role in developing amenities and infrastructure, particularly in relation to brownfield regeneration, which may act as a catalyst for more growth in these areas. The LDA’s performance metrics should be cognisant of any applicable and measurable targets within Project Ireland 2040.</p> <p>Additional work will be undertaken by the Executive and this will inform a Board strategy day on the issue in September/October. Pending this, the intention is to continue to work on opening up more sites.</p> <p>It was suggested that the Board strategy day be arranged once the first site is live. Executive to frame future discussion in the context of sample sites.</p>	<p>*This reflects the thinking at the time. The LDA approach is ultimately determined by current Government policy and the specified functions of the LDA in the (still awaited) legislation.</p> <p>Board Strategy away day to be arranged and agenda established</p>
<b>4.</b>	<b>Business Update</b>	
<b>4.1.</b>	<p><b>Operational Update – John Coleman</b></p> <p>The interim CEO outlined the progress being made in the area of recruitment. Members supported the ongoing work, highlighting the need to ensure that as the organisation grows, staff diversity should be a key priority.</p> <p>The LDA’s role was discussed in relation to the creation of the state lands database and the need to leverage the existing OPW work without duplication. It was noted that the LDA had secured a hire through the Housing Agency to commence this work.</p> <p>It was agreed that the LDA legislation will be added to the Board agenda as a standing item. The legislation is due to be in place by the</p>	<p>Add legislation to Board agenda as standing item</p>

	<p>end of the year although exact timing remains uncertain in current political climate (Brexit etc.).</p> <p>The requirement to adhere to procurement rules in relation to services procured was emphasised by the members.</p>	
<b>4.2.</b>	<p><b>Property Update – Phelim O’Neill</b></p> <p>Phelim O’Neill (LDA) presented a summary of the LDA’s initial portfolio, actions to date and actions to take place within the next 90 days.</p> <p>Members found this summary informative but would also like to see each site in the dashboard format as presented at the last meeting (February 2019).</p> <p>The eTenders call for design teams was issued last week. This will lead to a framework from which design teams for other sites can be obtained through mini tenders.</p> <p>Members discussed the potential to further publicise eTender calls, both in terms of LDA messaging and potential as a way that will attract international applicants.</p> <p>Given the relative lack of expertise in Ireland in designing higher density developments, it was suggested that the executive explore the creation of a panel of international design teams be established to act in an advisory capacity on a multi-year / multi-project basis (“umbrella” design teams). The executive agreed to explore this further.</p> <p>A discussion took place on the necessity for the LDA to deliver the first site in short order to demonstrate progress. It was agreed that, at the next board meeting, the Executive would present 2-3 sites with accelerated targets. These sites would be LDA’s immediate focus with the aim of being on-site by Q1 2020.</p>	Present 2-3 sites with accelerated targets at next meeting
<b>4.3.</b>	<p><b>2019 Draft Board Workplan – John Coleman</b></p> <p>The interim CEO presented a draft workplan designed to keep the Board updated on timelines for goals and priorities.</p>	
<b>5.</b>	<p><b>Resolutions</b></p>	
<b>5.1.</b>	<p><b>LDA Procurement Policy – Barry O’Brien</b></p> <p>Barry O’Brien (LDA) presented a draft procurement policy and practical implementation guidelines in the format of a roadmap for procurement of services. The documents were presented as a short-form policy statements with an iterative practical document designed to be used as a handbook.</p> <p>It was noted by the Board that the policy should be updated in the future in relation to capital works projects.</p>	

	<p>The levels of approval to be brought to the Board remain at the thresholds initially agreed, however approvals of strategic significance should also be brought to the Board.</p> <p>A discussion took place on tendering and the relative weights given to price and quantity in tenders. Members emphasised the importance of selecting providers based on quality as well as price.</p> <p>Member also noted that whilst there was no short-term requirement in terms of the LDA's state of evolution, the procurement policy will need to be further updated to reflect applicable policies and procedures in terms of capital works contracts.</p> <p>The resolution to adopt procurement policy documents was proposed by Michael Stone and seconded by the Chair. The proposal was resolved by the Board.</p>	
<p><b>6.</b></p>	<p><b>Private Board Session – Staffing Matters</b></p> <p>A private board session took place to discuss Board's approach towards filling of CEO position and considerations in relation to current executive staff. John Coleman, Barry O'Brien and Phelim O'Neill left the room.</p> <p>Members first discussed the role of CEO and the need to hold a competition to appoint a CEO on a permanent rather than interim basis before the expiry of the current arrangement with the NTMA. The Board agreed to immediately procure a recruitment company to manage the process. The Housing Agency will assist with the procurement.</p> <p>A discussion followed relating to the other staff positions and the need to move these positions onto a more permanent footing from the current interim basis. Members highlighted the importance of running an open and fair competition for these roles to maintain public confidence in the LDA and to ensure that transparency is evident.</p> <p>It was proposed by Conn Murray and seconded by Caroline Timmons that interviews should be held expeditiously for the current executive staff posts.</p>	
<p><b>7</b></p>	<p><b>AOB</b></p> <p>It was noted that the meeting room at 22 Merrion Square is not available for the next meeting on 2<sup>nd</sup> May. An alternative venue will be proposed.</p>	

