

## Land Development Agency

### Board Meeting of 30<sup>th</sup> July 2019

#### Minutes of Meeting

<b>Date</b>	30 <sup>th</sup> July 2019
<b>Venue</b>	Housing Agency, 53 Mount Street Upper, Dublin 2
<b>Time</b>	10am
<b>Chair</b>	John Moran
<b>Other Board Members</b>	John Coleman, Michael Stone, Tim Bouchier Hayes, Clare Costello, John O'Connor, Michelle Norris,
<b>Apologies</b>	Caroline Timmons, Conn Murray
<b>Attendees</b>	Omar Bhamjee (LDA), 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>	<p><b>Disclosure of interests</b> The Board were provided an opportunity to declare any interests in respect of the meeting contents.</p> <p>John O'Connor declared a conflict of interest with agenda item 2.2. – property update in relation to three Housing Agency sites due to be transferred to the LDA.</p>							
<b>1.2.</b>	<p><b>Review of June 2019 Board meeting minutes</b> Members raised concerns about the use of the word “agreed” in the minutes and the need to ensure that points have been agreed by the Board before being documented as such.</p> <p>Queries from the June minutes were discussed and agreed.</p>							
<b>1.3.</b>	<p><b>Matters Arising</b></p> <table border="1"> <tr> <td>4.1</td> <td>Invite DHPLG rep to provide update on cost rental policy to the Board</td> <td>Rob Nicholson has been invited to the Sep meeting. It was agreed to share the Board cost rental paper with Rob Nicolson</td> </tr> <tr> <td>5.2</td> <td>Arrange visits to key LDA sites</td> <td>It was agreed to arrange transport to visit the Shanganagh and Dundrum sites after the Sep meeting.</td> </tr> </table>	4.1	Invite DHPLG rep to provide update on cost rental policy to the Board	Rob Nicholson has been invited to the Sep meeting. It was agreed to share the Board cost rental paper with Rob Nicolson	5.2	Arrange visits to key LDA sites	It was agreed to arrange transport to visit the Shanganagh and Dundrum sites after the Sep meeting.	
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1.4.	<p><b>Audit and Risk Committee Minutes</b></p> <p>A discussion took place as to whether the LDA should look to establish a finance committee in the longer term to ensure separation of duties. It was agreed that a further review would take place in 2020 when the LDA has matured and grown.</p>	Next year, Board to discuss establishing a finance committee
1.5.	<p><b>Private Board Session – Staffing</b></p> <p>A private Board session took place on staffing. John Coleman, Barry O’Brien, Phelim O’Neill, Omar Bhamjee and Catriona Lawlor left the room.</p>	
2.	<p><b>Business Update</b></p>	
2.1.	<p><b>Operational Update – John Coleman</b></p> <p>The interim CEO gave an operational update, covering staffing, procurement, planning, LDA legislation and compulsory purchase. The LDA now has 10 staff.</p> <p>The Board were updated on the planning applications for the LDA priority sites. Procurement of the design teams took longer than expected due to a high volume of applications and queries. It is now anticipated that about half of the applications for planning permission which were due to be lodged in 2019, will instead be lodged in Q1 2020.</p> <p>The interim CEO outlined that following the presentation of slippage to project programmes, he has instructed the LDA’s property team to perform a bottom-up analysis of all programmes. The analysis will assess the risk of delays on each site and re-evaluate the proposed timelines.</p> <p>Members felt that, as this issue was a significant one, it should have been given greater prominence in the Board papers. It was agreed that future Board papers should include a CEO summary to highlight the most important updates since the last meeting and important areas for discussion.</p> <p>Positive progress has been made with the LDA bill, which has been approved by cabinet, published and will move to pre-legislative scrutiny in September. * [REDACTED]</p> <p>[REDACTED]</p>	<p>Board papers to include a CEO summary</p> <p>*Section 29- Deliberations of FOI Bodies</p> <p>[REDACTED]</p>

Members would like to see a list of the architects, engineers etc who have been engaged by the LDA so far.

	<p>In relation to future office space, the interim CEO noted that there are a number of potential options sourced through the LDA's appointed agent and that discussions are also ongoing with the OPW and the LGMA regarding potential options. The executive will bring a final proposal to the Board.</p>	<p>LDA to produce office location paper for Sept. Board Meeting</p>
<p><b>2.2.</b></p>	<p><b>Property Update – Phelim O’Neill</b></p> <p>Phelim O’Neill (LDA) presented an overview of the LDA’s primary portfolio.</p> <p>Due to delays in the procurement of design team and other professional service provider frameworks, most sites have been delayed by 6-8 weeks. The procurement process was robust and defensible to any potential challenge. Additional resources have been put in place to prevent a delay of this nature occurring in the future.</p> <p>The Board considered the risks of future delays to sites and the potential for encountering obstacles from other organisations. Members felt that a group could be set up under the LDA’s governance structure incorporating the relevant landowners such as the local authorities and the HSE and chaired by a senior figure, possibly the Taoiseach. This high-level structure, meeting periodically, could be used to advance the LDA’s targets and increase credibility. This could be proposed in a note to Government. It was noted that a version of this already exists, chaired by the Department of Taoiseach. It was agreed that further discussion on this issue should take place at the Board’s strategy away day. Members urged the Executive to seek the Board’s assistance in overcoming any obstacles which arise in the meantime.</p> <p>A discussion took place in relation to what the LDA should prioritise in the short term and how to manage the submission of planning applications for LDA sites. The Board agreed that the LDA’s focus should be on submitting planning applications for one or two sites. It was suggested that the executive team could be split with some of the team focusing entirely on the first couple of sites.</p> <p>Phelim O’Neill provided updates on the Shanganagh,* [REDACTED] sites, including engagement with councillors and landowners as required.</p> <p>The Board were briefed on the Dyke Road site in Galway, for which Galway City Council are seeking a commercial return to fund the relocation of the Black Box Theatre. Collaborating with Galway City Council on this project has the potential to unlock larger sites in the city. While supportive of unlocking the larger sites, the Board were cautious about being seen to support the view that apartments or residential development is not commercially viable on a city centre site in Galway. Financing structures should also be examined to determine how apartments could be made economically viable in Galway.</p>	<p>Discuss additional governance structure as part of strategy day</p> <p>Board agreed that main focus of LDA should be planning applications for 1 or 2 key sites</p> <p>*Section 36- Commercially Sensitive Information</p>

	<p>Members stressed that, although this site is in the control of the local authority, the LDA should look at what is best for the city in the longer term. Members voiced concerns that this, as a non-residential project could take up a lot of the team's time when the focus should be on delivering the initial LDA sites where housing can be delivered.</p>	
<p><b>3.0.</b></p>	<p><b>Project Delivery Methodologies / Considerations – Barry O'Brien</b></p> <p>Barry O'Brien (LDA) presented a paper to the Board on project delivery methodologies. The purpose of the paper was to understand the Board's appetite in terms of capital commitments and usage.</p> <div style="background-color: black; height: 60px; width: 100%;"></div> <p>The Board agreed that it was important to deploy capital to proceed with the first few sites. Members felt that government support for future capital / borrowing was more likely to be forthcoming once some construction had been completed. Barry O'Brien undertook to revert to the Board with more details in respect of the capital funding of such projects and considerations therein.</p> <p>At a higher level, the Board requested that an updated version of the paper be provided to include estimates of the full amount of capital which would be required to deliver the LDA's targets. This is to help demonstrate the scale of capital required over the medium to long term.</p> <p>Potential delivery risks were discussed in relation to units to be produced under the proposed affordable purchase scheme. There is an unresolved issue in relation to the availability of either a commercial or state backed mortgage for qualifying purchasers. This matter requires resolution in order to ensure that there is a cohort of mortgage approved qualifying purchasers available to take up any product delivered.</p>	<p>*Section 29- Deliberations of FOI Bodies</p> <p>Board agreed to LDA's capital being used for initial projects</p> <p>Revised paper to include estimated capital consumption – Oct. Board Away Day</p>
<p><b>4.0.</b></p>	<p><b>Finance and Control Environment Update</b></p> <p>Omar Bhamjee, the LDA's recently appointed Head of Finance, introduced himself to the Board and gave a presentation on the main areas of focus for the role.</p> <p>The Board requested that a finance report containing budget vs spend, be provided for future meetings. It was noted that these reports will be primarily future facing in the short run.</p> <p>Members highlighted that the Strategic Banking Corporation of Ireland and the EIB have investment policy documentation which might be useful to the LDA.</p>	<p>Finance paper to be provided at each Board meeting</p>

5.0.	<p><b>Stakeholder Engagement / Communications</b></p> <p>As the first anniversary of the launch of the LDA approaches in September, the Board were asked for their view on how communications should be managed at this time.</p> <p>The Board agreed with the plan presented, to have the website up and running with information on the LDA and to have an interview with the Chair or CEO in the business section of selected newspapers.</p> <p>Members highlighted the need to communicate with stakeholders as well as the media, in particular TDs and Senators, on a regular basis. The Oireachtas Joint Committee on Housing, Planning and Local Government can be useful to leverage for stakeholder engagement.</p>	<p>LDA website to be updated</p> <p>1-2 newspaper interviews with CEO or Chair</p> <p>Communication with TDs and Senators</p>
5	<p><b>AOB</b></p> <p><b>Date of next meeting</b> The next Board meeting will take place on Tuesday 17<sup>th</sup> September in the Housing Agency, Mount Street Upper.</p> <p><b>Date of Strategy Away Day</b> The Board's strategy away day will take place on 21<sup>st</sup> and 22<sup>nd</sup> October. Location will be confirmed.</p>	