

Memorandum of Understanding

Governance of the Land Development Agency

June 2020

Memorandum of Understanding between the Land Development Agency and the Department of Housing, Planning and Local Government

1. Introduction

In September 2018, the Government established the Land Development Agency (LDA) with the intention of structuring it as a commercial body to be capitalised over time through a combination of transfers from ISIF, as consideration for the subscription of share capital by the Minister for Finance, and private finance.

In April 2019, a Memorandum of Understanding (Memorandum) was signed representing the arrangements between the LDA and the Department of Housing, Planning and Local Government (DHPLG) in relation to the advancement of the programme of work relating to the LDA and the Governance of the LDA by DHPLG. It was envisaged that this memorandum would

- cover the period of transition between the establishment of the LDA under the Regulations and the LDA established under the primary legislation during 2019;
- complement the LDA's Business Plan when developed; and.
- would be replaced in due course by a Shareholder Expectation letter as provided for under the Code of Practice for the Governance of State Bodies.

While pre-legislative scrutiny of the General Scheme of the LDA Bill has taken place, there have been delays in progressing the legislation further. Similarly, while the LDA has developed a draft Strategic Plan, elements of the plan are dependent upon primary legislation and confirmation that the proposed policy framework aligns with the housing policy to be set out in a new Programme for Government. These elements will determine the policy framework for the Shareholder Expectation letter to issue during 2020.

As this Shareholder Expectation Letter will not issue as quickly as initially envisaged, it has been decided to update the Memorandum of Understanding to outline the ongoing governance arrangements in the interim.

2. Legal Framework of the LDA

2.1 Establishment Orders (2018)

The Land Development Agency (LDA) was established on an interim basis under the Land Development Agency (Establishment) Order, S.I. 352 of 2018, as amended by the Land Development Agency (Amendment) Order 2018, S.I. 603 of 2018, (“the Regulations”) under the Local Government Services (Corporate Bodies) Act 1971, as amended, pending the enactment of primary legislation to underpin its work and to establish it on a commercial basis.

The Local Government Services (Corporate Bodies) Act 1971 (the “**Act**”), as amended, allows for the establishment of a body to provide services for or on behalf of the Minister or authorities to which the Act applies. Section 3(1A) of the Act, in setting some of the factors which the Minister will have regard to in establishing a Body under the Act, and provides a good overview of the expectations of the benefits of such an arrangement: -

- Promotion of efficiency, effectiveness and economy in service delivery;
- Availability of resources;
- Desirability of consistency of standards
- Desirability of regionalisation or centralisation of service provision; and
- Desirability of reduction of number of bodies providing such services.

The definition of services in the context of this legislation includes at Section 8(h) -

“the arrangement, co-ordination and provision of social and economic regeneration including the development and improvement of land and infrastructure.”

2.2 Status of the LDA

In line with Section 3(6) of the Act, the LDA is a body corporate with perpetual succession and a seal, and with the power to sue and be sued its corporate name and to acquire, hold and dispose of land.

The LDA is 100% beneficially owned by the State.

2.3 Group entities/Subsidiaries of the LDA

Article 13 of the Establishment Order, as amended, states that the LDA may do all such things as may be necessary for the effective discharge of its functions and Article 5 (c) outlines that the LDA may establish appropriate mechanisms and collaborative structures between public and private bodies to develop key strategic sites in public ownership.

While consent arrangements for the set-up of subsidiary companies, group entities or joint ventures are not specifically addressed in the Establishment Order, in line with general and good practice, it would be expected that the Department be made aware of any proposals to establish any subsidiary or joint venture, with the nature of investment and liabilities clearly outlined. In this regard, it should be noted that the General Scheme of the LDA Bill, envisages that (a) prior Ministerial consent would be sought for the formation of, acquisition of share in or wind-up of any LDA group entity and (b) that neither the LDA or any LDA group entity would guarantee the borrowings or liabilities of any of their subsidiaries without prior Ministerial consent. Pending the passage of legislation, this approach should be reflected in the LDA procedures on group entities etc. as a matter of good practice.

Where such companies are established it should be noted that Section 1(d)(i) of the Business and Financial Reporting Requirements of the Code, requires that the Chairperson, furnish a comprehensive report to the Minister, in addition to the Annual Report and Accounts, outlining, inter alia, outlining all commercially significant developments affecting the State body in the preceding year, including the establishment of subsidiaries or joint ventures and share acquisitions, and major issues likely to arise in the short to medium term.

3. Role/ Objectives of the Land Development Agency

The LDA will act as a national centre of expertise, working with and supporting local authorities, public bodies and other interests, to harness public lands as catalysts to stimulate regeneration and wider investment and to achieve compact, sustainable growth, with a particular emphasis on complex regeneration projects and the provision of affordable housing.

The two primary objectives of the LDA are:

1. To ensure the optimal usage of State lands, coordinating their regeneration and development and opening up key sites not being optimally used, especially for delivery of new homes; and
2. To drive strategic land assembly through mechanisms that will bring together both public and private sector interests in ensuring the timely preparation and release of strategic land for development in a counter-cyclical manner. Such counter-cyclical action will be aimed at stabilising any tendency towards volatility in development land values, securing more of the increase in such values as a result of the planning and infrastructure investment processes for the common good and thereby driving increased affordability through better and more cost-competitive land availability.

The LDA has an immediate focus on managing the State's own lands to develop new homes, and regenerate under-utilised sites. In the longer-term, it will assemble strategic land-banks from a mix of public and private lands, making these available for housing in a controlled manner, which brings essential long-term stability to the Irish housing market. This will be with the objective of facilitating the delivery of 150,000 new homes over the next 20 years.

Article 5 of the Establishment Order, as amended, sets out the services that the LDA shall provide as follows: -

- (a) development and regeneration of land and property, including structures, for the purposes of the delivery of housing and the achievement of wider physical, social and economic development and regeneration;
- (b) supporting the consolidation and replenishment of the publicly owned development land bank and expediting the most efficient use of such land;
- (c) establishing appropriate mechanisms and collaborative structures between public and private bodies to develop key strategic sites in public ownership;
- (d) creation of a database of public lands relevant to the functions of the Agency;
- (e) master-planning and development appraisal services;
- (f) securing development consents for relevant lands and development projects;

- (g) procurement of such technical, administrative or implementation activities as may be necessary; and
- (h) procurement of development, construction and evaluation services to deliver housing and wider urban regeneration and development projects.

These services are set in the context of support to the Minister and relevant authorities/designated bodies, in performance of functions under the Planning and Development and Housing Acts, and in relation to the implementation of Project Ireland 2040 and the National Planning Framework.

In addition to the roles and responsibilities as set out in the Establishment order, the Shareholder Expectation Letter which will issue to the Chairperson of the Board of the LDA in due course, will provide formal clarity and guidance to the Board by setting out the Minister's expectations and those of his colleagues with respect to policy objectives in relation to land activation, development and housing provision, so as to provide the oversight envisaged under the *Code of Practice for the Governance of State Bodies*.

4. Compliance with the Code of Practice for the Governance of State Bodies

The Code provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State bodies and must be read in conjunction with relevant statutory obligations.

4.1 Code's Requirements

It is envisaged that the LDA will comply with all aspects of the Code's requirements and there are no expected derogations from the provisions of the Code. However, where necessary and appropriate, the LDA should reach agreement and formally document with the Department the extent to which the compliance requirement may have to be suitably adapted for the LDA or any of its subsidiaries. Such agreements will need to be noted in the LDA's Annual Report.

The Code envisages that the Chairperson of the Board of the State body submits a comprehensive report to the Minister in accordance with the specific reporting requirements set out in the Code. This report includes items such as affirmation that Government policy is being complied with, significant post balance sheet events, a statement on the system of internal control and compliance with the Public Spending Code and an outline of all commercially significant developments affecting the LDA in the preceding year.

4.2 Roles of Accountability

4.2.1 The Department

In accordance with the Code, the Accounting Officer of the Department of Housing, Planning and Local Government (the Secretary General) is required to be satisfied that the requirements of the Code are being properly implemented and observed. It is intended that the Department will be assisted in this regard by the advice provided by NewERA (New Economy and Recovery Authority) in exercise of its statutory advisory role under the National Treasury Management Agency (Amendment) Act 2014.

The Department's Secretary General, as accounting officer, also has responsibility for the safeguarding of public funds expended from the Department's Vote. The responsibilities of the Secretary General in this regard, and the role and responsibilities of the other members of the Department's management team are set out in the Department's Corporate Governance Framework, available on the Department's website. (<http://www.housing.gov.ie/sites/default/files/publications/files/20171020-corp-gov-framework-publish.pdf>).

4.2.2 The LDA

The **LDA Board** takes all significant strategic decisions and retains full and effective control of the LDA and while delegating day-to-day responsibility for leadership and control, within defined authority limits, to the Boards of any subsidiaries which may be established. The matters for the decision of the Board are set out in Section 1 of the Code and some of these require Ministerial approval. These matters generally fall into the categories of

- the strategic planning and review
- treasury policy and financial management;
- annual report and financial statements;
- capital investment and acquisitions, contracting and public procurement;
- risk management and internal controls;
- remuneration of staff of the LDA;
- delegation of authority.

The **Chairperson of the LDA Board** is responsible for leading the LDA Board and ensuring the Board's effectiveness in decision-making, leading on performance management. The Chairperson is also responsible for ensuring timely communication with the Minister and the DHPLG designated contacts. The role of the Chairperson is primarily to guide the LDA Board in its task of setting and helping to implement the LDA's strategic policies. The Chairperson works closely with the Chief Executive in a 'bridge' role between the Board and the executive management team. The Chairperson of the LDA Board is responsible for preparing and submitting the comprehensive report to the Minister on the LDA's compliance with the Code. The Chairperson is also responsible for ensuring the performance evaluation of the Board and its committees in accordance with the Code.

The **Chief Executive (CE) of the LDA** has executive responsibility for the LDA. The CE has the responsibility of ensuring that the day-to-day running of the LDA and its performance is in accordance with the strategic goals that the LDA Board has determined. The CE is tasked with achieving the strategic goals of the LDA by directing human and material resources to the appropriate areas and monitoring the performance of those resources. Operational and financial decisions should be made with regard to the running of the LDA in order to achieve the goals that the LDA board has determined, having regard to its statutory obligations and shareholder expectations. It is a key role of the CE to deliver the strategic goals of the company, within budget

The Establishment Order does not provide for the position of "accountable person" as referred to in the Code. The General Scheme of the LDA Bill does however envisage that

the Chairperson of the Board will nominate another board member or senior staff member as the person in relation to interaction with the Public Accounts Committee and who would be the accountable person as understood in the Code.

4.3 Staffing of the LDA

In line with the 2018 Regulations, the LDA may appoint such and so many persons to be employees as required. The LDA will retain experienced staff with extensive skills and experience in project management, finance, planning, development, law and procurement and will provide professional services to master-plan key sites/areas for development in key urban areas, in partnership with local authorities and other state bodies.

4.4 Risk Factors

The LDA Board is responsible for the LDA's risk management policy for the LDA and any subsidiaries created. The boards of the individual subsidiaries are responsible for reviewing and adopting this policy where it relates to the respective subsidiary. The LDA Board's Audit and Risk Committee assists the Board in the effective discharge of its responsibilities for enterprise-wide risk management. This risk management policy should be reviewed annually and is designed to meet the risk management requirements of the Code.

The Chairperson's comprehensive report to the Minister requires information relating to the risks and risk management policy of the State body and the Annual Report is required to provide further details on the Audit and Risk Committees.

5. Monitoring Arrangements

The LDA's performance is monitored and measured by the Department. In its corporate governance role, the Department oversees compliance with the Code and other related statutory obligations; and in its financial governance role, the Department oversees any relevant Ministerial consents.

5.1 Strategic Direction

The Department has a critical role to play in ensuring that the LDA's strategic framework is consistent with these objectives and continue to take account of national policy. In accordance with the Code (Section 1.15), each State body is required to prepare a strategic plan. In the case of the LDA, Article 10 of the Establishment Order specifically provides that the LDA furnish any information on the performance or proposal for its performance, at the Minister's request.

A draft LDA strategic plan was received by the DHPLG on 27 April 2020. While in the normal course, in accordance with the Code of Practice, the Minister is required to provide observations to the Board on the proposed strategy within twelve weeks, which the Board would weigh carefully before adoption. In this case, there are elements of the proposed strategy would need to be approved by Government, and will be contingent on the new Programme for Government, and agreement to the revised General Scheme of the LDA Bill, with any new enabling provisions and the subsequent issuance of a shareholder expectation letter. The DHPLG will expedite the consideration of the Strategic Plan within this context.

5.2 Business and Financial Plans

The Code requires each State body to approve an annual plan and/or budget so as to support implementation of its strategy, and to formally undertake an evaluation of actual performance by reference to this plan and/or budget on an annual basis. Consequently, Section 1.16 of the Code outlines requirements in relation to the preparation of annual rolling 5-year business and financial plan reflecting strategy (taking account of the sectoral policy as determined by the Minister), planned investment and appropriate financial targets within the first six months of the financial year (i.e. by end June in the case of the LDA). This process for the LDA will follow on from the adoption of the Strategic plan.

Such plans should be submitted to the relevant Minister and NewERA. Under the Code, the Minister is not formally required to approve business plans of its agencies. Final responsibility for the content of the plan rests with the Board of the State body and the views of the Ministers and consideration of the public interest are required to be carefully weighed by the Board.

In the case of the LDA, Article 10 of the Establishment Order specifically provides that the LDA submit a programme of activities each year for the following year, an estimate of expenditure to be incurred on such activities. This is particularly important in the light of the both the funding arrangements for the LDA from the Exchequer in the short-term and the impact of its activities on the General Government Balance.

Accordingly, in the light of the Code and the Establishment Order, it is expected that the LDA would submit an annual business and financial plan to the Minister for consideration, following adoption of the Strategic Plan. Ministerial views will be conveyed within 12 weeks of receipt of such plans, for consideration by the Board in finalising their plans.

5.3 Annual Report and Financial Statements

The LDA is required under Articles 10 and 11 of the Establishment Order, to prepare an annual report and audited financial accounts for each financial year ending 31 December and comply with reporting requirements set out in the Code of practice. Accordingly, having regard to the nature of the LDA and its proposed transition to a Commercial State body, the LDA should

- furnish interim unaudited financial statements for the first half of that year to the DHPLG, not later than the end of the eighth month of the financial year;
- Draft unaudited financial statements should be furnished to the DHPLG not later than two months after the end of the relevant financial year.
- Audited financial statements should be furnished to the DHPLG not later than not six months from the end of that body's financial year end, having regard to Article 11 (3) of the Establishment Order and the DHPLG will arrange for the submission of same to Government and facilitate the laying of the accounts before each House of the Oireachtas.

In accordance with Article 1.7 of the Business and Financial Reporting requirements of the code, where the audit is unavoidably delayed and fulfilling these deadlines would cause unjustifiable difficulties for State bodies, the relevant deadline can be extended, subject to the consent of the Minister.

5.4 Financial Governance

The Department oversees the **State's funding** to the LDA. The current funding strategy envisaged an element of Exchequer funding, prior to the capitalisation of the LDA following on from the enactment of primary legislation. The DHPLG will monitor the funding requirements for the LDA in the light of this legislative agenda, and make such proposals to Government for alternative funding arrangements which may be necessary in the event of a delay to the enactment of the proposed legislation. Accountability for public funding and operating within the public finance regime will be critical for the LDA. The reporting and other requirements associated with this funding, and the responsibility of the

Department for the stewardship of public funds, will be set out in separate annual funding letters to the LDA. Pending the enactment of legislation, and having regard to accountability for public funds and good practice, a Ministerial consents framework for the LDA is set out in **Appendix 1**.

The funding in 2020 from the Exchequer is set out in **Appendix 2** and the list of State lands to be transferred as part of the initial portfolio of the LDA is set out at **Appendix 3**.

5.5 Monitoring of Performance

The Department, in its corporate governance role, oversees the LDA's compliance with the Code and other related statutory obligations, and the performance in line with shareholder expectations. As part of this process, structured engagement arises through:-

(a) Annual Meetings with the LDA's GE and Chairperson

The Secretary General invites the Chairpersons and CEOs of all agencies under the aegis of the Department, including the Chairperson of the LDA, the Chief Executive of the LDA, to meet with himself and the Department's Management Board on an annual basis. The agenda includes matters such as departmental changes, governance issues, and workforce planning.

(b) Quarterly Governance Meetings with the LDA

Quarterly meetings are held between the Planning Division in the Department and the Company Secretary to the LDA to discuss governance related matters, including compliance with the Code.

(c) Quarterly Financial Meetings with the LDA

Quarterly meetings (March/June/September/December) involving the LDA, NewERA and the Department to consider updates of financial reports about the the LDA:

- Income Statement (performance), Balance Sheet and Cashflow;
- Funding, Borrowings and Debt Covenant Metrics;
- Capital Expenditure;
- Headcount Analysis;
- Risk Summary;
- Financial Forecasts including borrowing requirements;
- the unaudited interim and annual accounts (as required by the Code of Practice); and
- any issues relating to the shareholder expectation letter.

(d) Meetings of Senior Officials Group on LDA

A Senior Officials Group, chaired by the Department of An Taoiseach to oversee the establishment of the LDA and deal with any cross-departmental policy issues arising. The CE of the LDA attends this group.

(e) Programme monitoring meetings

The LDA has been mandated to deliver housing on an initial portfolio of sites by Government and is also engaging with local authorities and other State bodies in relation to the progression of other projects in line with its functions. To facilitate the exchange of information on the progression of such projects, including elements of projects which may require State funding from a housing (part V) or infrastructure perspective, the LDA and DHPLG will meet on a monthly basis to monitor progress and address any issues arising.

6. Mutual Commitment

The foregoing points represent the understanding reached between the Land Development Agency and DHPLG in relation to the delivery of the Land Development Agency's objectives.

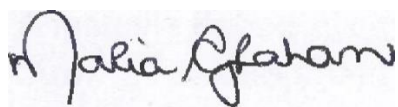
It reflects a mutual commitment to run the Land Development Agency efficiently in order to act as a national centre of expertise, working with and supporting local authorities, public bodies and other interests, to harness public lands as catalysts to stimulate regeneration and wider investment and to achieve compact, sustainable growth, with a particular emphasis on complex regeneration projects and the provision of affordable housing.

The understanding is that the Land Development Agency shall be bound by the commitments reflected in this Memorandum of Understanding until such a time as the primary legislation to establish the LDA is enacted and/or a Shareholder Expectation letter is issued by the Minister.

In this context, the DHPLG and the LDA agree to:

- proactive and timely communications, cooperation and information on all matters pertaining to the Ministerial expectations for delivery on statutory obligations and the primary objectives of the LDA; and
- consult and to keep each other fully apprised on all matters of mutual relevance on a timely basis.

Signed



Maria Graham
Assistant Secretary
On behalf of Department of Housing,
Planning and Local Government

Date: 22/6/2020



John Coleman
CEO
On behalf of the Land Development Agency

Date: 26/6/2020

Appendix 1: Consent Framework

1. Acquisition and disposal of land, property and other material assets

Section 8.22 to 8.24 of the Code outlined the requirements in relation to the acquisition and disposal of assets and in particular the need for the approval of the relevant Minister and the Minister for Public Expenditure and Reform in advance of any material acquisition or disposal. Detail guidance in this regard is set out in a range of circulars from DPER. In establishing the LDA, the Government recognised that as the primary business of the LDA will be to deal in land and development, and therefore specific protocols and enhanced governance structures that align with the objectives of Circular 17/2016: Policy for Property Acquisition and for Disposal of Surplus Property, will be required, while allowing for sufficient flexibility for the LDA in a manner appropriate to its functions and objectives.

The initial portfolio of State lands is being vested in the LDA in line with various Government decisions, for the purposes of advancing these projects including the social and affordable components. More broadly, during the course of 2020, the specific general rules regarding the disposal of property and lands and the acquisition of property, including the pursuit by the LDA of joint venture projects with commercial State bodies, or acquisition of lands as part of their land assembly functions, will be agreed with DPER.

2. Capital investment and borrowing

The LDA should ensure that it has regard to appropriate models for investment appraisal as contained in the Public Spending Code for the appraisal and management of all investment proposals. In particular, cognisance should be taken of the Project Lifecycle introduced in the new Public Spending Code published in December 2010. This envisages that all projects can be mapped to six stages, with approval at any stage constituting approval to move to the next stage.



While ensuring appropriate approvals and project evaluation and implementation are primarily a matter for the Board, best practice for Commercial State Bodies ensures that there is a consent framework which examines the overall investment of such bodies to ensure that they are aligned with the functions and relevant over-arching policy and that

investments do not pose any risks to the financial viability of the body. Particular attention is focused on projects of scale in this regard.

It is intended that, when the LDA is established under primary legislation, the LDA will come within the NewERA (portfolio), i.e. the State owned enterprises for which NewERA provides financial and commercial advice to Ministers in relation to their functions with respect to shareholdings in the company. In the interim, it is the intention that the Minister will request NewERA to provide financial advisory services during this establishment phase. This will include advising on an appropriate Ministerial consenting framework for various activities of the LDA, taking account of the requirements of the Code of Practice for the Governance of State bodies. In particular, the DHPLG is working with NewERA to establish the appropriate oversight framework for dealing with matters such as the entering into capital commitments and borrowing by the LDA and the Ministerial consents required.

In addition, a number of projects may be reliant on funding from DHPLG/local authorities in relation to social (Part V) provision or perhaps other subsidisation from the Housing Budget. In order to facilitate good budget management and clarity on future financial commitments, the DHPLG will put in place an appropriate protocol to govern such matters by end Quarter 3 2020.

The LDA will comply as appropriate with Circular 13/2014 on Management and Accountability for Grants from Exchequer Funds. The DHPLG reserves the right to request from the LDA such other information or records to support its role in accountability for public funds.

3. Public Procurement.

It is the responsibility of the LDA Board to satisfy itself that the requirements for public procurement are adhered to (Section 8.16 of the Code of Practice). The LDA is obliged to maintain a contracts database/listing for all contracts/payments in excess of €25,000 with monitoring systems in place to flag non-competitive procurement which should be reported in the chairman's report to the Minister (Section 8.16 of the Code).

4. Returns to the Department of Finance and CSO

The LDA is required to provide management account information on a quarterly basis to the Central Statistics Office and the Department of Finance including a biennial return in respect of Receipts and Expenditure of the General Government Sector to inform Ireland's Stability Programme Update incorporating the spring forecast figures. A copy of these returns should be submitted simultaneously to the DHPLG.

Appendix 2 - Funding of the Land Development Agency

The Department will provide funding of €17.5 million in 2020 to meet the ongoing operational and administrative costs related to interim arrangements for the new Agency, pending the enactment of primary legislation, expected in the latter part of 2020. The primary legislation will trigger the permanent capitalisation of the LDA.

Description	Amount (€)
Pay	€1,600,000
Non Pay	€2,400,000
Capital	€13,500,000
Total	€17,500,000

All funding will be allocated on a pre-funded basis in line with terms of the pre-funding agreements, with funding provided on a quarterly basis. In accordance with Section 5.5 (e) of the Memorandum, there will be Programme Monitoring meetings between the Department and LDA management in relation to the projects and, in accordance with Appendix 1, a protocol on engaging in financial commitments with implications for the Housing budget.

4.2 Pay

The following schedule outlines pay expenses as currently envisaged, however this may change as the LDA evolves.

Description	Amount (€)
Board Fees	€75,000
Staffing Costs	€1,525,000
Total	€1,600,000

4.3 Non-Pay

Funds for non-pay will be used to cover a wide range of services including accommodation costs and IT services such as marketing and web hosting.

Funding is also provided for professional fees and services, such as legal, procurement, financial, audit, tax and corporate services, related to the establishment of the Agency.

The following schedule outlines non-pay expenses as currently envisaged, however this may change as the LDA evolves.

Description	Amount (€)
Professional Fees + Services	€1,700,000
Accommodation Costs	€300,000
Research	€100,000
Insurance	€50,000
Other costs - Utilities, Rates, IT	€250,000
Total	€2,400,000

4.4 Capital

A capital allocation of €13.5 million is provided on an interim basis pending finalisation of future capitalisation that will be underpinned in primary legislation.

Capital funding will be used primarily for enabling feasibility appraisal, master planning, infrastructure, and in some cases the acquisition, development and/or provision of enabling infrastructure on sites. Services include the procuring of site surveyors, project managers and architects.

Appendix 3 - Acquisition and development of sites by the Land Development Agency

On establishment, the LDA has been allocated an initial tranche of 8 sites – listed below - that have near term delivery potential for 3,000 new homes. It is also reviewing additional sites with a view accessing them for development. At least 40% of housing delivered on sites accessed by the LDA is intended for delivery as social and affordable homes and the balance as additional new supply to meet the high levels of demands in the wider housing sector for housing for both rental and purchase purposes.

	Initial Portfolio
1	Central Mental Hospital site, Dundrum
2	Hampton, Balbriggan
3	Hacketstown, Skerries
4	Devoy Barracks, Naas
5	Former Meath Hospital, Dublin City Centre
6	St. Kevin's Hospital, Cork
7	Columb Barracks, Mullingar
8	Dyke Road, Galway

The LDA is undertaking initial work in relation to these sites, with regard to feasibility, planning and other preparatory works.

The LDA will also develop a strong pipeline of additional publicly owned sites. In this regard, Departments were requested, in respect of lands owned directly and by agencies under their aegis, to identify additional lands over and above the initial tranche of eight sites published when the Agency was launched. The LDA will undertake an in-depth analysis of the information that has been provided in response to this request, with a view to building a longer-term pipeline of sites.