



**Minutes from Board Meeting No. 108**  
**The Housing Agency**

**ITEM 1a**

<b>Date</b>	31 January 2023	
<b>Venue</b>	Upper Mount Street, Dublin 2	
<b>Time</b>	11.00am	
<b>Chaired</b>	Michael Carey	
<b>Board Members</b>	Bob Jordan, David Duffy, Fiona Lawless, Carol Tancock, Kevin Kelly, Dervla Tierney, Éadaoin Ní Chléirigh and Aine Stapleton	
<b>Apologies</b>	Niamh Callaghan and Eileen Gleeson	
<b>Attendees</b>	Jimmy Crowley, Deloitte David Silke, Jim Baneham, Sinead Dunne and Ciara Galvin - HA	
<b>Minute Taker</b>	Ciara Galvin	
	<b>Decision</b>	<b>Action</b>
<b>1.</b>	<b>Preliminaries</b>	
<b>1a</b>	<b>Minutes of Meeting #106 and 107</b> Noted and agreed	
<b>1b</b>	<b>Matters Arising</b> Bob Jordan provided an update on the matters arising from meetings 106 and 107. The Executive to circulate the Organisational Review to new members of the Board.	Circulate Organisational Review 2022
<b>1c</b>	<b>Conflict of Interest</b> None	
<b>1d</b>	<b>Chair Opening Statement</b> The Chairman welcomed new members of the Board, highlighting that approximately 60% of the members are female for the first time in the Housing Agency.  The Chair confirmed that his aims are to ensure the Agency operates to a high standard of governance and professionalism; that the decision making of the Board is supported by relevant facts and data; and that the Agency is making an impact. He noted that the Agency plays a central role in multiple programmes being delivered on behalf of Government. He described the importance of providing clarity on Housing Agency targets which support the Government's overall targets. In relation to the housing challenges facing the country, it is important for the Board and Executive to ensure the right pace and urgency is applied in seeking to resolve these issues.  All attendees at the meeting introduced themselves.	

	Decision	Action
2.	<b>Board Discussions</b>	
2a	<p><b>Organisational Culture Audit</b></p> <p>Jimmy Crowley joined the meeting and outlined the role of Deloitte as Internal Auditors for the Agency. Deloitte developed a Strategic three-year Internal Audit Plan on behalf of the Audit and Risk Committee (ARC) in 2022. As part of this plan, an Organisational Culture Audit was conducted in 2022. Mr. Crowley described the approach adopted in undertaking the audit and the main findings and recommendations set out in the report.</p> <p>Fiona Lawless confirmed that the Audit and Risk Committee (ARC) recommended that the report be brought to the Board rather than ARC following on from the number of iterations which prevented being reported at two ARC meetings. A discussion was held in relation to the drafting of the report, and the number of iterations of the report. Mr. Crowley confirmed that the number of iterations was standard in relation to the nature of this type of audit as this wasn't a process driven audit.</p> <p>The Board provided Mr. Crowley with feedback in relation to details of the report in the areas of expected behaviours which support the values of the organisation; staff awareness and communication of the Agency's Protected Disclosures Policy and Procedure; initial rankings applied and their appropriateness to this type of audit; managing and onboarding new business; and strategic leadership.</p> <p>It was agreed that the Executive would provide updates to the Board on progress in implementing the recommendations.</p>	<p>Deloitte to consider boards feedback and revert</p> <p>Executive to report progress on implementation of recommendations</p>
2b	<p><b>Draft Strategy Implementation Plan</b></p> <p>Bob Jordan presented details of the approach adopted in developing the draft Strategy Implementation Plan, the structure and contents of the plan, and proposals on reporting the outcomes and impact of the Agency's work to the Board.</p> <p>The role of impact advisor and the importance of a dedicated staffing resource to support the evaluation of Agency programmes was discussed. The Board noted the importance of embedding risks in the business planning process.</p> <p>The Board discussed the overall communications around government housing programmes. This included the naming of government initiatives and the Agency's role in enhancing stakeholder awareness of the purpose and operation of programmes.</p> <p>The Board confirmed they were satisfied with the plan which was adopted.</p>	

	<b>Decision</b>	<b>Action</b>
<b>2c</b>	<p><b>Communications and Media</b></p> <p>David Silke outlined the communications and media activity of the Agency over the past two months. The Board confirmed they were satisfied with the structure and areas being covered by the report. The Board expressed their support for the proposed conference on Leadership in Housing and made suggestions in relation to topics to be covered. It was recommended that a pre-conference survey of the audience be undertaken to collate information about their experience and length of time working in the housing sector.</p>	
<b>3.</b>	<b>Governance and Matters Reserved</b>	
<b>3a</b>	<p><b>Land Acquisition Fund Update</b></p> <p>Jim Baneham provided an update on the Land Acquisition Fund. It was noted that the Department are currently drafting a circular which will set out the parameters for the fund. A number of issues are being considered before the finalisation of the circular. It was requested that the title of the fund be reviewed in line with the discussion held on the overall communication of programmes.</p> <p>Sinead Dunne provided an update on advice received on the accounting treatment of the Land Acquisition Fund and ongoing discussions with the C&amp;AG. It was requested that the Agency would also consider the accounting treatment for local authorities.</p> <p>Approvals to acquire lands are a matter reserved for the Board. The Executive will develop a proposal for an Approvals Committee to support the Board in respect of ensuring appropriate assessments are undertaken. The proposal for an Approvals Committee will be considered by the Audit and Risk Committee.</p>	Revert to Board with update at next meeting of the Board.
<b>3b</b>	<p><b>Resolution – Procurement of Services</b> <b>Resolution No. 97</b></p> <p>Ciara Galvin outlined a proposal for the Agency to commence the procurement for two services:</p> <ul style="list-style-type: none"> <li>• Land Valuation Services</li> <li>• Legal Conveyancing Services</li> </ul> <p>The Board provided approval to commence the procurement process for all three services and recommended the Executive review the scores allowable under the award criteria for cost.</p>	Amend scores in respect of cost.
<b>3c</b>	<p><b>Board Secretary Report</b></p> <p>Ciara Galvin provided the Board with an outline of the report, including legal cases and the planned induction programme for new Board members. The Board Induction Day will take place on 16 February 2023.</p>	

	<b>Decision</b>	<b>Action</b>
	It was recommended that Finance be added to the induction session.	Add Finance to the induction programme for the Board.
<b>4</b>	<b>Finance</b>	
<b>4a</b>	<p><b>Management Accounts</b> Sinead Dunne, Chief Financial Officer, outlined the current financial position of the Agency, along with the timeline regarding the C&amp;AG audit of 2022 accounts. The Board asked that discussions be held with the C&amp;AG to see if the timeline could be brought forward. The CEO will contact the C&amp;AG directly on this matter.</p>	Bob Jordan to contact C&AG
<b>4b</b>	<p><b>Acquisitions Reports</b> Reports Noted.</p> <p>A proposal to repurpose the Housing Agency Acquisition Fund has been submitted by the DHLGH to DPER and a response is expected in the near term.</p>	
<b>4c</b>	<p><b>Procurement Plan</b> Ciara Galvin presented two reports to the meeting:</p> <ul style="list-style-type: none"> <li>▪ Procurement Undertaken in 2022</li> <li>▪ Procurement Plan 2023</li> </ul> <p>The reports were noted.</p>	
<b>5</b>	<b>CEO Reports</b>	
<b>5a</b>	<p><b>Key Areas of Performance</b> Bob Jordan provided an overview of the KPI report.</p>	
<b>5b</b>	<p><b>CEO Monthly Report</b> Report noted. Bob Jordan provided an update in relation to Mortgage to Rent and International Protection Properties.</p> <p>Bob Jordan presented details of the planned government scheme to provide funding to fix defects in apartments and the proposed role for the Agency. The Executive is considering how best to approach and resource this work, while maintaining the Agency's core focus on supporting housing delivery.</p>	
<b>5c</b>	<p><b>Corporate Risk Register</b> The Board discussed the details of the risk register in particular around governance, culture and financial risk.</p>	Update controls in respect of risks noted

	<b>Decision</b>	<b>Action</b>
	The Executive will review the controls around each of these risks and revert to the Audit and Risk Committee on amendments.	
<b>6.</b>	<b>Sub Committees and Advisory Panel</b>	
<b>6a</b>	<p><b>Audit and Risk Committee</b> Fiona Lawless, Dervla Tierney and Carol Tancock were appointed to the Audit and Risk Committee of the Board. Dervla Tierney was appointed as Chairperson of the Committee. It was recommended that the Audit and Risk Committee review the composition of the Committee.</p> <p>An outline of a report and recommendations provided by the previous Chairperson of the Audit and Risk Committee was presented together with the Executive's updates on implementing the recommendations. It was agreed that notes of the SMT weekly meetings will be available should any member of the Board request them. The Audit and Risk Committee will consider the approach to financial appraisals being undertaken by the Agency, including the Cost Rental Equity Loan.</p>	ARC to review composition of the Committee
<b>6b</b>	<p><b>Advisory Panel</b> The role of the Agency's three Advisory Panels was described. David Duffy, Chair of the Research and Insights Advisory Panel, reported on the outcomes of the meeting which took place on the morning of the Board meeting.</p>	
<b>7</b>	<p><b>AOB</b> A reminder was provided to all members of the Board who were in position in 2022, regarding the requirement to complete a Statement of Interest. Ciara Galvin will be in touch to obtain these.</p> <p>It was noted that the Department are expected to undertake a Periodic Critical Review of the Housing Agency in 2023. This is a requirement under the Code of Practice for the Governance of State Bodies. The Board will be kept updated on arrangements for this review.</p> <p>It was noted that the enhancement of the assurances system within the Agency will be a priority in 2023 in order to support the work of the ARC.</p> <p>The Board sought further details on the Housing Apprenticeship Scheme that the Agency is developing with stakeholders.</p>	Provide the Board with details of the Housing Apprenticeship Scheme
<b>8</b>	<p><b>Meeting without the Executive Present</b> The Executive left the meeting to allow for discussion by members of the Board.</p>	

Chairperson

Date

## Appendix 1

### Action Items arising from Housing Agency Board Meeting No. 108

	Area	Summary of Decision/Action	Responsibility/ Timeframe
1	<b>Organisational Review</b>	Circulate Organisational Review to new members of the Board	<b>Ciara Galvin February 2023</b>
2	<b>Culture Audit</b>	<ul style="list-style-type: none"><li>• Update the draft report based on the recommendations of the Board.</li><li>• Executive to report progress on the implementation of recommendations</li></ul>	<b>Deloitte February 2023</b>  <b>Ciara Gavin Ongoing</b>
3	<b>Strategy Implementation Plan</b>	Communication of Programmes and Initiative, including names to be streamlined by the Agency to support stakeholders understanding.	<b>David Silke 2023</b>
4	<b>Land Acquisition Fund</b>	Provide update on progress to the February Board meeting	<b>Jim Baneham February Board meeting</b>
5	<b>Board Secretary Report</b>	Induction Programme of the Board to include a section on Finance	<b>Ciara Galvin February 2023</b>
6	<b>2022 Audit</b>	Executive to liaise with the C&AG on timelines in undertaking the audit.	<b>Sinead Dunne February 2023</b>
7	<b>Corporate Risk Register</b>	Executive to review controls in respect of governance, culture, financial risk (all funds) and provide to the Audit and Risk Committee	<b>David Silke February 2023</b>
8	<b>Audit and Risk Committee</b>	Committee to review its composition and skill requirements	<b>ARC February 2023</b>
9	<b>Housing Apprenticeship</b>	Proposed Housing Apprenticeship Scheme details to be provided and presented to CCMA Housing Sub Committee	<b>David Silke February 2023</b>
10	<b>Letter of Condolence</b>	Issue letter of condolence from the Board to [REDACTED] on the death of her father.	<b>Ciara Galvin February 2023</b>