



Housing Finance Agency

An Ghníomhaireacht Airgeadais Tithíochta

Service Level Agreement
between Department of
Housing, Planning,
Community and Local
Government and Housing
Finance Agency plc.

15 March 2017

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1. Purpose of the Service Level Agreement

The purpose of this Agreement is to ensure clear service ownership, accountability, roles and responsibilities of the Department of Housing, Planning, Community and Local Government (“DHPCLG” or the “Department”) and Housing Finance Agency plc. (the “HFA”) with a view to ensuring that the HFA is discharging its statutory functions in an efficient and effective manner and commensurate with the resources allocated to it to enable it to discharge those functions.

In so doing, this Agreement will identify the distinctive roles of both organisations, their mutual commitments and expectations, and provide the basis for on-going engagement between them. It is not intended to replace any existing reporting or accountability requirements.

This Service Level Agreement will become an integral part of the strategic and operational framework for the HFA. It will be fully integrated with the strategic planning cycle, work- force planning, annual work plans and financial allocations. The key reporting tool for the outputs and outcomes, to be delivered, will be the HFA Annual Report.

2. Shared Values

The Department and the HFA are both committed to developing and maintaining a relationship that is open, transparent, effective and responsive to the needs of the Irish economy in a way that provides sustainable housing development.

Both organisations are also committed to the public service values of integrity, impartiality, effectiveness, equity and accountability. Within our interactions, we are also committed to open, honest and constructive communication and engagement, based on mutual respect and understanding.

3. Principal roles

The Department

The HFA’s role in social housing is carried out in the context of the Government’s Social Housing Strategy 2020: *Support, Supply, Reform, and Rebuilding Ireland: Action Plan for Housing and Homelessness*, both of which aim to ensure that to the greatest extent possible, every household in Ireland will have access to secure, good quality housing suited to their needs at an affordable price and in a sustainable community. It is further carried out having regard to Government policy priorities as they emerge.

The Department’s primary role in the housing system is to provide the essential legislative framework and policy guidance within which the HFA and housing-related bodies operate, while seeking to minimise the regulatory burden and cost of the system for end- users. The Department also provides expertise and advice in relation to housing issues concerning the HFA. In addition, the Department monitors the HFA’s annual forecasts and its five year Corporate Plan.

Housing Finance Agency plc.

The HFA is a public company limited by shares and was incorporated under the Companies Acts, 1963-2012 (since replaced by the Companies Act, 2014) of Ireland on 8 February 1982 and pursuant to the Housing Finance Agency Acts, 1981 to 1988 of Ireland. The principal objective of Housing Finance Agency plc is to raise and on-lend funds to Irish local authorities, the Local Government Management Agency and certain approved bodies for purposes authorised under certain Irish legislation, principally relating to the provision of social housing and capital purposes in respect of the supply of various sanitary, waste management and water supply services. The Minister for Public Expenditure and Reform beneficially owns all of the issued share capital of the Issuer and, under the terms of the Housing Finance Agency Act, 1981, (as amended), has the power to guarantee debt issued by the Issuer.

Its principal activities are:

- (i) The HFA's *function* is to advance loan finance to local authorities, the Local Government Management Agency and the voluntary housing sector to be used by them for any purpose authorised by the Housing Acts, and to borrow or raise funds for these purposes.
- (ii) The HFA's *mission* is to source and structure this loan finance in a cost-efficient manner, and to the requirements of our customers.
- (iii) The Agency's role is to provide appropriate funding for the schemes and projects decided upon and established by the Minister and the Government.
- (iv) The HFA does not lend directly to individuals or households. In relation to local authorities the Agency is, in effect, a centralised borrower on their behalf. The HFA block-lends to the local authorities, and they, in turn lend at individual level, having added a margin to cover their administrative and risk costs. The HFA sets its interest rates at a level that will enable it, taking one year with another, and taking account of risk, to achieve a break-even result.
- (v) The HFA meets its costs from its operations, as required by the Housing Finance Agency Act, 1981 and by Section 4 of the Housing Finance Agency (Amendment) Act, 1988. The HFA does not receive any Exchequer grant or subvention.

While retaining its statutory independence in the performance of its functions, the HFA is fully committed to meeting its obligations under the Haddington Road Agreement (HRA), the Lansdowne Road Agreement, the Public Sector Reform Plan 2011, the Employment Control Framework, the [2016 Code of Practice for the Governance of State Bodies](#) and other relevant legal and governance codes / requirements.

4. Statutory responsibilities and other functions

The HFA will deliver services in accordance with its statutory and other responsibilities, as outlined below:

The principal powers of the HFA to lend are set out in Section 4 of the HFA Act 1981, Section 17 of the Housing (Miscellaneous Provisions) Act 2002, Section 58 of the Housing (Miscellaneous Provisions) Act 2014, and in its Memorandum of Association, as follows:

To advance funds:

- i. to local authorities to be used by them for any purpose authorised by the Housing Acts;
- ii. to local authorities, to be used by them for any capital purpose authorised by, or under, any enactment mentioned in the Schedule to the 2002 Act, viz., the Housing Acts and various Environment and Sanitary services Acts 1878 – 2009;
- iii. to the Local Government Management Agency, to be used by it for the purpose of the performance of its functions; and,
- iv. to a body standing approved for the purposes of Section 6 of the Housing (Miscellaneous Provisions) Act, 2002, to be used by it in respect of the provision or management of housing accommodation as provided for in that Section or in respect of other matters in relation to housing that may be determined by the Minister with the consent to the Minister for Public Expenditure and Reform;

and to borrow or raise funds for these purposes.

The HFA is subject to a range of legislation and regulation including:-

- Housing Finance Agency Act 1981, and amendment Acts of 1982, 1985 and 1988
- Housing (Miscellaneous Provisions) Acts 1992, 1997, 2002, 2009 and 2014
- Planning and Development (Amendment) Act, 2002
- Companies Act, 2014
- Financial transactions of Certain Companies and Other Bodies Act 1992
- Central Bank Acts
- Freedom of Information Acts 1997, 2003 and 2014
- Data Protection Act 1988 and Data Protection Amendment Act 2003 and European Communities (Electronic Communications Networks and Services) (Data Protection and Privacy) Regulations 2003 and the European Communities (Electronic Communications Networks and Services) (Data Protection and Privacy) (Amendment) Regulations 2008
- European Communities (Late Payment in Commercial Transactions) Regulations, 2002

- Ethics in Public Office Act, 1995
- Standards in Public Office Act, 2001
- Safety, Health and Welfare at Work Act, 2005
- Regulation of Lobbying Act, 2015
- Financial Emergency Measures in the Public Interest Acts, 2009, 2010, 2013 and 2015
- Equal Status Act, 2000, Equality Act 2004, Disability Act, 2005-Part 5 and Civil Law (Miscellaneous Provisions) Act 2008
- Code of Practice for the Governance of State Bodies
- Circular 12/2010
- Circular 25/2016
- Department of Housing, Planning, Community & Local Government and Public Expenditure & Reform/Finance circulars and directives
- Public Procurement Guidelines
- Financial Transactions of Certain Companies and Other Bodies Act, 1992
- Planning and Development (Amendment) Act, 2002
- Ministers and Secretaries (Amendment) Act, 2011
- State Aid decisions N209/2001, N089/2004 and N395/2005

Under the Housing Finance Agency Act, 1981 (Section 13 of HFA Act 1981)

The HFA shall furnish to the Minister for Housing, Planning, Community & Local Government, as soon as may be appropriate after the end of the accounting year:

- audited balance sheet as at the year end.
- audited income and expenditure account for the year.
- a copy of the Report of the Directors to the shareholders for the year.

The balance sheets and income and expenditure accounts required by this section shall be drawn up in such a form as the Minister shall approve of with the consent of the Minister for Public Expenditure and Reform. The Agency shall as so required by the Minister furnish any information he may require in respect of the balance sheets, income and expenditure account or reports required by this section or in relation to the policy or operations of the Agency.

The Annual Report and accounts of the Agency should be published or submitted not later than four months after the end of the relevant financial year and laid before the Houses of the Oireachtas (sent electronically).

Under the [Code of Practice for the Governance of State Bodies](#)

The Chairman is required to submit annually to the Minister for the Housing, Planning, Community & Local Government a comprehensive report:

- outlining all significant development affecting the Agency in the preceding year including the establishment of any subsidiaries and share acquisitions and major issues likely to arise in the short to medium term;

- affirming that all appropriate procedures for financial reporting and internal audit are being carried out;
- affirming that the Code of Conduct for Directors, management and staff is being adhered to;
- affirming that tendering procedures within the Agency are in accordance with prescribed guidelines and that these procedures have been complied with;
- affirming that Government guidelines on the pay of Chief Executives are being complied with;
- a schedule of the fees and aggregate expenses paid to each of the Directors;
- confirming that the Guidelines on Public Procurement and the Public Spending Code are being complied with;
- affirming that the Guidelines are being complied with in respect of such appointees who serve on the Board of the Agency;
- including the Chairman's statement in the report to the relevant Minister regarding the system of internal financial control (paragraph 13.1 (iii) of the Code). This statement should be reviewed by the external auditors to confirm that it reflects the audited body's compliance with the requirements of paragraph 13.1 of the Code and is consistent with the information of which they are aware from their audit work on the financial statements. The external auditors should report their findings accordingly.
- certifying that Government's travel policy requirements are being complied with in all respects
- confirming that the standards as set out in Circular 25/2016 are being complied with
- confirming that this Code of Practice has been adopted and the extent to which it is being complied with subject to Board approval.

Draft unaudited accounts

These are to be furnished to the Departments of the Housing, Planning, Community & Local Government, and Public Expenditure & Reform not later than two months after the end of the relevant financial year. The relevant deadline can be extended, in exceptional circumstances, subject to the consent of the relevant Minister. (See [Code of Best Practice for the Governance of State Bodies, Business and Financial Reporting Requirements](#), Section 1.4 (ii))

Management accounts

The HFA shall provide the Department of the Housing, Planning, Community & Local Government, and the Department of Public Expenditure & Reform, with detailed management accounts reconciled with the annual accounts in cases where the published audited accounts do not provide sufficient information to enable the Departments to evaluate fully the financial performance of the Agency.

Other reporting requirements

To the Minister for the Housing, Planning, Community & Local Government no later than the end of the eighth month of the financial year an interim report from the Chairman on significant developments in the preceding six months and likely developments for the rest of the year.

Contract information: The Board must supply information relating to contracts to the relevant Minister on request.

4.1 How the HFA delivers and measures its services to customers.

Customer groups

The delivery of excellent Quality Customer Service ('QCS') is of prime importance to the HFA. The HFA has critical relationships with stakeholders in a number of different categories: local authorities, approved housing bodies, Departmental stakeholders, and other bodies within the wider housing group.

A number of strategic initiatives with regard to Customer Service were identified in the development of the Strategy HFA 2020, in particular identifying and building strong relationships with representative local authorities and AHBs, to fully understand their needs and challenges. This will involve organising regular information gathering sessions between HFA representatives and key LA and AHB staff, participation on Finance and Housing Groups, and developing the AHB market with appropriate structures and products.

In tandem with this, the HFA will identify approaches to enable the HFA interact more effectively in assisting our customers and our Departmental Stakeholders in gaining clarity regarding our products and developing a communication framework to regularly update our customers and Government Departments.

Customer Service Initiatives

The policy objective is to deepen and broaden the existing liaison measures with our customer groups as appropriate. A number of strategic initiatives with regard to Customer Service were identified in drafting HFA's Strategy 2020, in particular identifying and building strong relationships with representative local authorities and AHBs, to fully understand their needs and challenges.

Recent and on-going initiatives include:

- **Strategy 2020:** The role of the HFA is to facilitate the delivery of Social Housing in Ireland and, to fulfil this role effectively, it has drawn up a five-year Strategy HFA 2020 - a strategy which supports and complements government's Social Housing Strategy 2020 and Rebuilding Ireland.

The HFA actively engaged with various key stakeholders in drawing up this strategy, which included, officials from the DOH, DOF, DPER, customers, the Irish Council for Social Housing (ICSH) and staff. The Strategy was issued to key stakeholders such as Departmental officials, local authorities and approved housing bodies, press and elected representatives in September 2016 and work is ongoing in 2017 with regard to the Strategy rollout.

- **Participation in Heads of Finance meetings:** The HFA's relationship with local authorities involves the Agency attending all Heads of Finance meetings where regular presentations are made on a wide range of related issues involving both the HFA and the local authorities. Participation at these meetings also provides the HFA with a forum to obtain the views of local authorities on the various issues

that arise from time to time. This work will continue and expand during the Plan period.

- **Representation on the Board:** Our principal customers, the local authorities, are normally represented on the Board of the Agency by a person or persons with current active experience in the sector..
- **Electronic information:** All information is now issued by e-mail to finance and housing officials. Board and Committee meeting papers are also issued electronically. The HFA has established a communication framework to provide regular updates regarding the HFA's activities, which are sent to key stakeholders and to elected representatives and the press.

In relation to the rollout of the new Loan and Treasury Management system (LTMS) system, online help videos and a help content section is available on the HFA's website for system users.

- **Provision of Long Term Fixed Rate Lending:** Based on feedback regarding both local authority and AHB customers' requirements the HFA has recently made available introduced long term lending rates for new loan advances
- **One to One Meetings;** The HFA has increased the number of one to one meetings with both local authorities and AHBs to assist both current and potential customers and to clarify and progress issues highlighted.
- **Central Government reporting:** The HFA developed a module on its website, which allows local authorities obtain current period actual and 3-year loan projections of principal and interest repayments for EU/IMF reporting purposes. The HFA also supplies CSO quarterly statistical information to the Department of Housing, Planning, Community and Local Government.
- **Purchase of Software:** In 2015, HFA purchased Brixx Software, for use by AHB customers to facilitate them with financial planning and assist them in their submission of information for creditworthiness assessments and funding drawdown requests.
- **Customer Charter:** The HFA has published a Customer Charter, which is available on the HFA's website.

Performance criteria: *The policy objective is to develop, in conjunction with the Department of Housing, Planning, Community and Local Government, appropriate performance measures for the HFA.*

Public service reform measures speak of measuring the performance of non-commercial state bodies by using performance frameworks and output statements.

Outputs are determined by factors largely outside the HFA's control - the general economic climate, the take-up of the various social housing schemes, the cost of housing, availability of sites, and the operational efficiency of local authorities and so on.

Quality Customer Service for Approved Housing Bodies: It is envisaged that the HFA will set quality customer service criteria for dealing with approved housing bodies, based on feedback obtained in 2016.

Productivity: The HFA aims to use technology to ensure that it can *deliver the required services* to our customers in Local Authorities and the Voluntary Housing sector at its existing staff establishment.

As part of *HFA 2020* the HFA has drafted four key areas upon which progress to stated goals central to the delivery of this plan can be monitored. This is divided into four key areas, namely:

- 1. Customers and Competitors**
- 2. Stakeholders**
- 3. Organisational Interdependence**
- 4. HFA Internal Capacity**

The HFA has outlined in this document the outcomes to be delivered and how they will be measured over the life of the strategy.

Lending:

It is estimated that HFA will finance a total of 13,500 units to the end of 2020. This would break down as lending for 9,000 units to local authorities (LAs) and 4,500 units to approved housing bodies (AHBs) over the five year period.

This effectively provides finance for c.30% of the 47,000 units required under government's Social Housing Strategy 2020. We will have built the capability to deliver more but believe that 13,500 units is a realistic figure, which in itself will be challenging to achieve given the current constraints on government capital expenditure.

The HFA will also implement any relevant actions from the Action Plan for Jobs and the Public Service Stability Agreement 2013-2018 (Haddington Road Agreement 2013 and Lansdowne Road Agreement 2015).

5. Performance and Commitments

The HFA's performance will be guided at all times by the following principles: Commitments in this Agreement will be reviewed during:

- an annual meeting between the representative of the Secretary General of the Department and the Chairman of the HFA to discuss current and emerging issues of common concern;
- regular (at least yearly) meetings between representatives of the Department's Housing Division and representatives of the HFA's Board, to review progress and agree any amendments to the Service Level Agreement, for example, in relation to emerging and competing priorities; and
- regular (at least quarterly) meetings between representatives of the

Department's Housing Division and the Chief Executive Officer of the HFA to review progress and to discuss current and emerging issues of common concern.

The objectives of these meetings will be to ensure that identified commitments remain relevant, that satisfactory service levels are reached, and to ensure that the responsibilities and commitments have been fulfilled by both parties.

The functions and responsibilities identified in this agreement will be liable to change from time to time and the HFA will fulfil any additional obligations agreed with the Department or Minister between revisions of this agreement.

In relation to internal and operational issues including corporate governance, business planning, finance, IT, HR and planning / regulatory functions, and any proposed shared service arrangements, both organisations will communicate plans and proposals at appropriate levels, as set out in the following communications map.

Communications

The HFA presents its annual report to the Houses of the Oireachtas, and presents information to the Minister on the performance of its functions as requested.

Notwithstanding the independence of the HFA in the performance of its statutory functions, in the exercise of corporate governance and resourcing responsibilities for the HFA, the Chairman shall, at all times, keep the Minister informed of the conduct of business affairs of the HFA and of any material circumstances affecting the business of the HFA.

The HFA will, without undue delay, notify the Department of any material developments that will have an impact on the ability of the HFA to deliver on its legal and regulatory obligations and to carry out its functions effectively, and of issues with wider financial or reputational implications for the State. This also applies to developments that will have an impact on the compliance of the service with the applicable laws and regulatory requirements.

Similarly, the Department will, without undue delay, inform the Agency of any material changes or issues that would affect its ability to perform and resource its functions.

In respect of any material changes to the responsibilities and resourcing of the HFA, of any re-prioritisation of tasks, these matters will be communicated between the Secretary-General or appropriate Assistant Secretary-General of the Department, and the Chairman of the HFA.

6. Efficiencies

Both the Department and the HFA will strive to reduce administrative burdens arising from their common work and eliminate any unnecessary duplication in

areas such as data collection, analysis, reporting and sharing.

The HFA will work with other agencies operating in a similar environment, to identify areas where better collaboration and cooperation will yield efficiencies and to examine the potential for maximising shared service delivery. The HFA will continue to engage with the Department / Agency Group established to progress the matter of shared services across the Department's agencies.

Department of Housing, Planning, Community and Local Government

Name	Role	Email (first name, surname @environ.ie)
Lisa Clifford, PO	Housing Funding Mechanisms Section	lisa.clifford@housing.gov.ie
Paul Dunne, PO	Local Government HR and Services Section	paul.dunne@housing.gov.ie

When establishing, reviewing and revising their strategic priorities, both organisations will consult with each other.

7. Risk and issue management

In line with the requirements of the [2016 Code of Practice](#) for the Governance of State Bodies, the HFA will ensure it has an effective risk management system in place including the regular updating of corporate and operational level risk registers. The risk mitigating measures will include disaster recovery and business continuity planning.

Both organisations will adopt a 'no surprises' approach to areas of common concern.


8. Duration and Review of the Agreement

This Agreement is valid for the calendar year 2017, and thereafter will be reviewed annually by the Board of the HFA at its December meeting each year.



To ensure continuity of service both parties commit to informing each other of significant departures or changes in their respective roles and responsibilities. Amendments to the contents of this Agreement will be made by the mutual agreement of the Department and the Housing Finance Agency plc. The Agreement will be maintained by both parties and will remain valid until a revised agreement has been mutually endorsed by both parties.

9. Signatures

Department of Housing, Planning, Community and Local Government

Name	Role	Date	Signature
Lisa Clifford	Principal Officer	15 March 2017	

Housing Finance Agency plc.

Name	Role	Date	Signature
Barry O'Leary	CEO	15 March 2017	
Tom Conroy	Company Secretary	15 March 2017	

Appendix A: Key Service Delivery Commitments

Reporting, Assessment and Advocacy Functions of HFA

Function	Output	Timeframe	Measure
Publication of the Housing Finance Agency plc. Annual Report	Annual Report	Annual	Report laid before Houses of Oireachtas by end June
Chairman's annual report to the Minister	Outlining all significant development affecting the Agency in the preceding year including the establishment of any subsidiaries and share acquisitions and major issues likely to arise in the short to medium term	Annual	
Chairman's annual report to the Minister	Affirming that all appropriate procedures for financial reporting and internal audit are being carried out	Annual	
Chairman's annual report to the Minister	Affirming that tendering procedures within the Agency are in accordance with prescribed guidelines and that these procedures have been complied with	Annual	Chairman's annual letter to Minister
Chairman's annual report to the Minister	Affirming that Government guidelines on the pay of Chief Executives are being complied with	Annual	Chairman's annual letter to Minister
Chairman's annual report to the Minister	A schedule of the fees and aggregate expenses paid to each of the Directors	Annual	Chairman's annual letter to Minister

Function	Output	Timeframe	Measure
Chairman's annual report to the Minister	Confirming that Guidelines on Public Procurement and the Public Spending Code are being complied with	Annual	Chairman's annual letter to Minister
Chairman's annual report to the Minister	Affirming that the Guidelines are being complied with in respect of such appointees who serve on the Board of the Agency	Annual	Chairman's annual letter to Minister
Chairman's annual report to the Minister	Including the Chairman's statement in the report to the relevant Minister regarding the system of internal financial control (Sections 1.8 and 2.7 of the 2016 Code). This statement should be reviewed by the external auditors to confirm that it reflects the HFA's compliance with the requirements of paragraph 1.9 (iv) of the Business and Financial Reporting Requirements of the 2016 of the Code and is consistent with the information of which they are aware from their audit work on the financial statements	Annual	Chairman's annual letter to Minister
Chairman's annual report to the Minister	Certifying that Government's travel policy requirements are being complied with in all respects	Annual	Chairman's annual letter to Minister
Chairman's annual report to the Minister	Confirming that the 2016 Code of Practice for the Governance of State Bodies has been adopted and the extent to which it is being complied with subject to Board approval	Annual	Chairman's annual letter to Minister
Interim unaudited accounts for the first half of the year	The HFA shall furnish no later than the end of the eighth month of the financial year, interim unaudited accounts for the first half of that year	Annual	Half year report to the Minister

Function	Output	Timeframe	Measure
Half year report to the Minister	No later than the end of the eighth month of the financial year an interim report from the Chairman on significant developments in the preceding six months and likely developments for the rest of the year.	Annual	Half year report to the Minister
Formerly part of Croke Park Agreement-replaced by Haddington Road Agreement, and extended by the Lansdowne Road Agreement	<p>The HFA shall at the year end, and as required, furnish the following information:</p> <ul style="list-style-type: none"> • Details regarding staff deployment/redeployment, staff flexibility, staff absence management, recruitment and active engagement with the PMDS review process • Business process service delivery • Risk management policy • Sharing of resources • Efficiency through the use of electronic funds transfer (EFT) • Quality Customer Services measures implemented 	Annual	Report to Minister
On-going basis	The Board must supply information relating to contracts to the relevant Minister on request.	As required	

Function	Output	Timeframe	Measure
Updated 5-year Corporate Plan	A copy of the draft Corporate Plan should be sent to the Minister before the plan is finalised and adopted by the Board. Views which the Minister/Department wishes to have reflected in the final plan should be made known to the Agency within a maximum period of six weeks of submission. While final responsibility for the content of the plan rests with the Board in each case, the views of the Minister and consideration of the public interest should be carefully weighed by the Board certifying that Government's travel policy requirements are being complied with in all respects	Annual	Publication of Plan after Board approval on HF A website
Twelve month projected accounts	Following approval by the Chief Executive Officer, the projected accounts will be submitted to the Department of Housing, Planning, Community & Local Government, before the plan is finalised and adopted by the Board (as per 2016 Code of Practice for the Governance of State Bodies). While final responsibility for the content of the plan rests with the Board, the views of the Minister of the Housing, Planning, Community & Local Government and consideration of the public interest should be carefully weighed by the Board.	Annual	Copies shall be provided to the Department of Housing, Planning, Community & Local Government following approval by the Board
PB1_Statutory_Report_Public_Bodies	Part 5 of the Disability Act 2005 provides for a statutory report on employment of people with disabilities in the public sector.	Annual	Report to DHPCLG
HFA Workforce Planning	Details of grade structure and pay bill for HFA	Annual	Report to DHPCLG

Function	Output	Timeframe	Measure
Prompt Payments Report	Details of payments made within 15 day limit	Quarterly	Report to DHPCLG DHPCLG
Receipts & Expenditures of the General Government Sector, Non-Market Public Corporations	Receipts & Expenditures of the General Government Sector	Quarterly	Report to DHPCLG
ENV NCSA	PSN numbers	Quarterly	Report to DHPCLG
SGEI Decision and SGEI Framework	SGEI Decision and paragraph 62 of the SGEI Framework	Annually	Report to DHPCLG
Agency board Membership details	Updated HFA Director details	Annually	Report to DHPCLG
NCSSA Code Of Practice for Corporate Governance Checklist	Compliance with the 2016 Code of Practice for the Governance of State Bodies	Annually	Report to DHPCLG
Public Spending Code	Compliance with the Public Spending Code	Annually	Report to DHPCLG

Appendix B: Key Deliverables for 2017

Activity	Deliverable	Timeframe	DHPCLG Business Unit
Corporate Activities	Publish the Annual Report for 2016 in line with the 2016 Code of Practice for Governance of State Bodies.	Q2 2017	Housing Funding Mechanisms Section
	Publish the HFA Corporate Plan 2017-2021, following consideration by Minister & HFA Board.	Q3 2017	Housing Funding Mechanisms Section
	Continue to comply with Corporate Governance Codes. The HFA's corporate governance responsibilities continue to expand with additional reporting and disclosure requirements emerging from Governmental and regulatory sources.	Q1-Q4 2017	Housing Funding Mechanisms Section / Local Government HR
	Provide quality service to customers and develop appropriate performance measures.	Q1-Q4 2017	Housing Funding Mechanisms Section
	Continue to comply with Programme for change, modernisation & reform.	Q1-Q4 2017	Housing Funding Mechanisms Section/ Local Government HR
Financial Activities	Provide loan finance, as required to meet requirements of local authorities and the voluntary housing sector and to refinance maturing debt.	Q1-Q4 2017	Housing Funding Mechanisms Section/potentially other relevant sections

Activity	Deliverable	Timeframe	DHPCLG Business Unit
	Develop, quickly and efficiently, funding for the new lending projects and schemes, as and when these may come on stream.	Q1-Q4 2017	Housing Divisions/ Local Government Finance/ Water Division/ Waste Division
	Continue to identify, measure and manage the risks in the HFA's portfolio and ensure that reserves and margins are adequate to meet those risks.	Q1-Q4 2017	Housing Funding Mechanisms Section/ Local Government Finance
	Manage efficiently the HFA's cash flow. Loan Redemptions and annuities will amount to €1.3b over next 4 years. Further upgrade structure & systems as necessary to meet requirements, by retaining and motivating staff.	Q1-Q4 2017	Housing Funding Mechanisms Section/ Local Government Finance
	Provide Local Authorities and Approved Housing Bodies with a comprehensive range of Financial Services by: <ul style="list-style-type: none"> • Accepting investments from local authorities, and • Providing financial information and advice on borrowing and investments to local authorities and Approved Housing Bodies. 	Q1-Q4 2017	Housing Divisions/ Local Government Finance

Activity	Deliverable	Timefra	DHPCLG Business Unit
New Lending Powers	Establish likely demand for funding for housing unit purchases from the Housing Agency	Q1 2017	Housing Divisions
	Hold meetings with all seven universities to ascertain likely demand for this lending	Q1	Housing Divisions
	Hold meetings with the HEA and other interested parties to establish projected interest for this type of funding	Q1 and Q2 2017	Housing Divisions
€200 million New Framework Agreement with EIB	Finalise a new Framework Agreement for €200 million facility to be drawn down between January 2017 and December 2020 with the EIB.	Q1-Q4 2017	Housing Divisions
	Liaison/ meetings with AHBs and LAs to ascertain likely interest and to have the majority of the scheme subscribed by customers by the end of 2017	Q1-Q4 2017	Housing Divisions

Appendix C: Requirements under the Lansdowne Road Agreement

The Housing Finance Agency is committed to meeting the pay-related commitments which arise through the Lansdowne Road Agreement, and its predecessor the Haddington Road Agreement. The Agency, through the "Receipts and Expenditures of the General Government Sector" quarterly reporting mechanism, sets out the remuneration of employees. The Agency's annual "National Code of Practice for the Governance of State Bodies" return confirms that Government policy on the pay of the Chief Executive and all employees has been complied with.