



ANNUAL REPORT 2022

INVESTING IN
PEOPLE, PLACES
& COMMUNITIES



Tuath
Housing



CONTENTS

Mission, Vision & Values	5
How We Invested in 2022	6
CEO & Chair's Statement	8
Investing in People and Communities	10
Improvements to Tenant Services	11
Working Together	11
Tenant Engagement Research	13
Tenant Engagement Strategy	14
Investing in Homes	15
Asset Management, Repairs and Maintenance	15
Building Homes for Today and Tomorrow	18
Cost Rental Housing	23
Investing in Our People - Human Resources	28
Telling Our Story	29
Effective Governance, Compliance & Risk Management	30
Investing in a Sustainable Future	31
Board Activity	33
Investing in Financial Sustainability	34
Tuath's Voluntary Board of Directors	37
Senior Management Team	40
Accounts	44





Tuath Housing Association is one of Ireland's largest Approved Housing Bodies with over 10,000 homes nationwide catering for the needs of over 27,000 people. Tuath's core social purpose remains; to help people across Ireland secure and maintain a home that is both safe and warm, and one that they can afford.

- OUR MISSION -

To provide good quality, secure homes that people can afford.

- OUR VISION -

Investing in people and places by providing more homes and choice.

- OUR VALUES -



Choice



Working for
People and
Places, not Profit



Social &
Environmental
Responsibility



Innovation



Sustainability
& Resilience



Customer
Service



Partnership

INVESTMENT IN 2022...

PEOPLE



4,520
New Tenants



87%
Tenant Satisfaction



26,000
Total number of
Tenants



59
New Employees



181
Total number
of Employees

PLACES



€7 million
Spend on Repairs and Voids
Works



€4 million
Spend on Planned Maintenance
(Incl. Energy Upgrades)



€422 million
Spend on new Homes



€1.8 million
Spend on Cyclical Maintenance

COMMUNITIES



342

Community and Tenant
Engagement Events



1,983

New Homes



10,141

Total number of
homes Nationwide



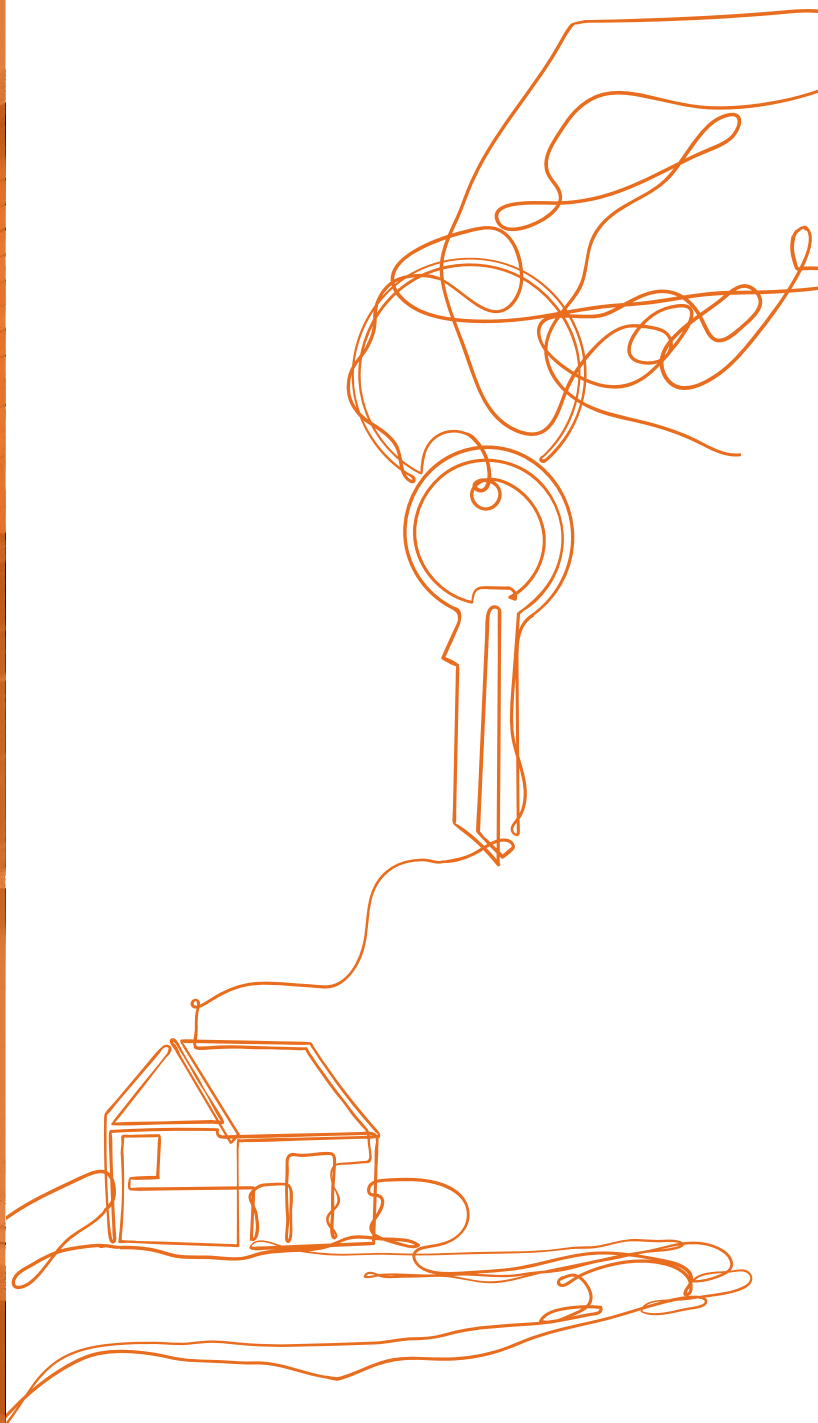
€63

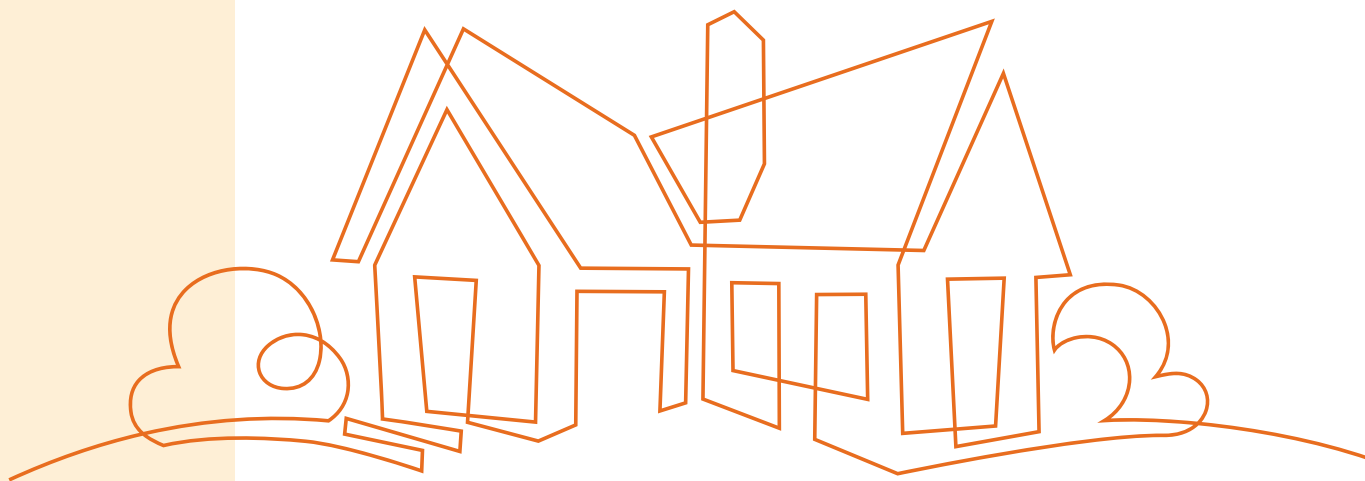
Average Social
Weekly Rent



€281

Average Cost Rental
Rent Per Week





As we navigate various social and economic challenges, Tuath continues to demonstrate flexibility, resilience, and a strong commitment to investing in people, places, and communities. Another enormous year saw Tuath add 1,983 homes to its owned and managed portfolio. We ended 2022 with an important milestone, as we delivered our 10,000th home. A major achievement and one we are very proud of as we now provide homes for over 26,000 people.

This record delivery was not achieved without challenge as the cost of living increased, interest rates increased, and the building industry faced rising costs due to inflation. However, we continue to remain financially resilient with income of €102m in 2022.

We recognise the impact the past year has had on people and families – in terms of rising household costs. Tuath continued its annual rent reviews to ensure rents remained affordable for tenants with the average rent at €63 in 2022. We are committed to achieving affordability in all that we do with the average cost of delivering a home in 2022 at just over €300,000.

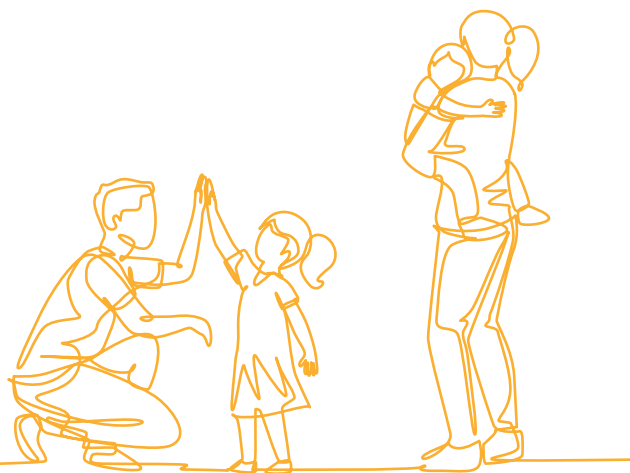
We recognise that providing someone with a home is only the start of a journey. We encourage a strong culture of engagement for both tenants and staff in our day-to-day work and in 2022 launched Tuath's Tenant Engagement Strategy, entitled 'Your Voice, Your Home, Your Community'. The new publication sets out our vision in becoming a leader in tenant engagement and how Tuath will continue to involve tenants in the design, delivery, and continuous improvement of services over the next four years.

As we continue investing in communities, we also carry on investing in Tuath as an employer of choice, with 59 new employees onboarded in 2022. One of these appointments was Head of Sustainability and Strategic Projects. This new role ensures Tuath remains focused on evaluating both our current impact on the environment and determining how we increase sustainable practices going forward.

We have had outstanding success in delivering homes through a range of mechanisms with innovation playing a major role in 2022. Some projects to highlight include Ireland's first purpose build cost rental homes. The development at Woodside, Enniskerry Road consists of 155 homes (50 cost rental and 105 social homes) with Respond, in partnership with Dún Laoghaire-Rathdown County Council. The rents charged to tenants in the 50 Cost Rental homes covers the cost of delivering, managing, and maintaining these homes - rents are not driven by market movements and are nearly 50% below the rental price for a two-bedroom apartment on the local open market. We are delighted to have delivered 256 Cost Rental homes throughout 2022, with more than 500 in our pipeline to be delivered under this new model.

Another project involving creative thinking and collaboration, included a partnership with Dublin City Council as we worked on the redevelopment of Park West Plaza; a former office block which lay vacant for more than 20 years. Parkwest Plaza was the first large scale repurposing project of its kind and included the conversion of two four-storey office blocks into 86 high quality homes for over 200 people. A second office block conversion development was delivered in partnership with Cork City Council, providing 35 new homes in the city.

Ireland's Housing for All Strategy promotes greener construction by maximising the use of existing housing stock and Tuath was delighted to work collaboratively with Dublin City Council to renovate Ellis Court, a Victorian era building on Benburb Street in Dublin city, which, following a bad fire, fell into serious disrepair and lay empty for more than two decades. The 1880's building was restored to its former glory, now providing homes to over 40 people. Unique and creative methods of delivering homes make it possible to arrive at design solutions that enable the redevelopment of projects, no matter how challenging, bringing vacant, unused buildings back into use. Sustainability is a core principle of Tuath's development strategy, and as we



know the most sustainable, and green projects, are those that are already built.

Tuath's voluntary Board of Directors continue to play a critical role in our successes with a diverse range of skills and experience. Four new Board members were appointed in 2022: Will McCabe, Marian Jennings, Richard Pike, and Conor Grimes contributing high level financial, development and legal expertise. Tuath's Board is ambitious and driven by purpose and as we continue to grow, we are reminded to continuously monitor internal processes, systems, and procedures. This year saw organisational restructure including the creation of a new committee structure within the Board allowing for the creation of smaller more focused specialised groups. We particularly wish to thank outgoing Board members James Pike, Chris Oakes and Eamon Gavigan. All former Chairs of Tuath's Voluntary Board of Directors, James, Chris and Eamon provided

invaluable leadership, commitment and enthusiasm during their time on Tuath's Board.

The Association continuously seeks to improve the lives of tenants and their communities by being adaptable and innovative. By working with a nationwide network of stakeholders, forming new partnerships, and reinforcing old ones, Tuath remains focused on delivering first class services to tenants and supporting the staff who do this. As always, we remain motivated to work with, and for, tenants.

We would like to thank the skilled, motivated staff at Tuath and our dedicated and progressive Board of Directors. We look forward to another year of strong performance, public service and to more investment in people, places and communities.



Paddy Gray
Chair

Sean O'Connor
CEO

INVESTING IN PEOPLE AND COMMUNITIES

Tuath is proud to be a tenant-focused organisation with our roots fixed firmly in communities nationwide. We listen to and engage with tenants, working closely with them to shape the services.

It is crucial that we listen to those living in a Tuath home. The publication of new standards in 2022 by the Approved Housing Bodies Regulatory Authority (AHBRA) was a welcome reminder of the Organisation's responsibility to seek input from tenants and provide opportunities for engagement in service provision.



87%
Overall Tenant
Satisfaction



88%
Happy with Home
Quality



93%
Happy with Move-In
Process



5,400
Home Inspections
by Property
Services Team



14,813
Repairs



28,000+
Customer
Service Calls



IMPROVEMENTS TO TENANT SERVICES

As a customer-focused organisation, we are committed to creating a culture of openness and transparency. We are committed to listening to tenants and improving our services based on their experiences. In 2022 we:

- Hosted an online feedback session for all new residents to discuss their experience of the 'moving-in process' and make recommendations. Based on this feedback, we have made key changes to our allocations policy.
- Held online consultation sessions with tenants on Tuath's annual home inspection process. There was a 95% tenant satisfaction rate with the amended process.
- Established a customer service working group with the objective of developing a structure around how to improve involvement and communication with tenants across all Tuath departments.

COMMUNITY DEVELOPMENT

A range of community development initiatives were introduced by Tuath in 2022 and include:

- A new Residents Group Handbook launched in 2022.
- Events held nationwide for European Neighbours Day.
- A Youth project with tenants in Charlemont, Dublin City.
- 'Message in a Bottle' initiative with older tenants for 'Positive Ageing Week'.
- Gardai information workshops on addressing anti-social behaviour within the community.
- A new competition for all Tuath housing developments to recognise the outstanding contribution of communities who come together to dedicate their time, and resources to improve their area.



WORKING TOGETHER

We promote a variety of initiatives and activities that support and help build stronger communities, forging and maintaining partnerships with local organisations. Investing in communities and events covers a wide range of support needs for tenants including community development, education and training, personal development as well as promoting biodiversity and environmentalism in the areas where we work.

INVESTING IN THE ENVIRONMENT

Several events and initiatives took place in 2022 to promote biodiversity and provide resources and information to tenants on the environment and sustainability. These included events for National Planting Month where bulbs and bee-friendly planting kits were distributed to tenants to use them in communal areas. Tenants took part in initiatives such as "Grow Together", which aims to educate the local community about growing food and plants. Laois and Offaly Adult Education Service (AES) provided free tuition to guide the residents in implementing their own "Grow Together" project.



EDUCATION AND TRAINING

Tuath was successful in securing National Lottery funding of €5,000 for tenants in Raleigh Court for a digital skills project. Training was then offered by Alone, in partnership with Tuath, for tenants to access Digital Learning classes. Tuath also offered online workshops for tenants on ways to reduce their energy bills and tips to save money during the Cost-of-Living Crisis.



TENANT ENGAGEMENT RESEARCH REPORT

At Tuath, we acknowledge that investment in research helps inform the provision of homes and services to tenants. March saw the publication of a new research paper, 'Embedding a Culture of Tenant Engagement: Recommendations for Social Housing in the Irish Context'. The research, undertaken by Dr Joe Frey (University of Glasgow) and Dr Peter Shanks (University of Birmingham), used evidence from good practice in the social housing sector in the UK and Europe and examined current policy and practice in Tier 3 Approved Housing Bodies in Ireland.



Key findings from this report include:

- Culture of 'One Team' approach to tenant engagement across the organisation.
- Incremental approach to embedding a culture of tenant engagement.
- Evaluation of tenancy engagement measures.

Recommendations from the research paper were also used in the creation of Tuath's new Tenant Engagement Strategy 2022–2025, 'Your Voice, Your Home, Your Community'. Released in July, the strategy was developed in partnership with tenants and staff.



“ When I first joined Tuath as a recent graduate I was looking for a position where I could engage in meaningful work and develop along the way. Over the past 2 years I have been provided opportunities that have positively allowed me to improve and diversify my skill set within the housing sector. ”

Aimee O'Riordan

Housing Services Coordinator,
Cork



LAUNCH OF TENANT ENGAGEMENT STRATEGY

In July, Tuath celebrated the release of its new Tenant Engagement Strategy 2022 – 2025 called 'Your Voice, Your Home, Your Community', with seven tenant summer events held around the country.

The Strategy highlights the importance of engaging with residents through a range of consultation methods so that we can improve, develop, and provide excellent tenancy services.

The Strategy sets out seven key pillars - Involve, Enable, Communicate, Build, Integrate, Embed, and Empower - which form the basis for an exciting and ambitious action plan for the next four years. The Strategy's action plan will be kept under regular review and monitored.

This Strategy reinforces our commitment to genuine partnership with tenants, leading to more tenant-focused services, increased satisfaction, and better value for money.



INVESTING IN HOMES

ASSET MANAGEMENT AND REPAIRS



14,813

Repairs Completed



40

Average Repairs
Completed per day



€7m

Spend on
Responsive Repairs
and Voids Works



5,343

Boilers and Heat
Pumps Serviced



86%

Satisfaction with
Repairs Process



146

Radon Detectors
fitted



212

Life Safety Systems
Services Completed

We believe in delivering first class services to tenants through investment in our buildings and communities. In 2022 we made significant improvements to our homes by developing a modern, customer-focused responsive repairs service and continuing with our energy upgrade programme.

Tuath's Responsive Repairs team is responsible for tenants' repairs and maintenance needs. In 2022 the repairs process was streamlined and there were high levels of tenant satisfaction with this new system. It is a top priority that we continue to maintain properties to the highest standards to ensure tenants' comfort and peace of mind.

The Property Services team continued to work on innovative long-term projects in 2022. Through our acquisition and retrofitting programmes we are acquiring a higher proportion of A-rated properties, with air to water heat pump systems, and completed retrofit works (to a minimum B2 energy rating) on 120 homes.

The initial cost of Tuath's energy retrofit works carried out in 2022 was €2.1m. We then received a rebate of €600k funded by the Sustainable Energy Authority of Ireland (SEAI). These energy upgrades have resulted in tenants spending less money on energy bills as well as an overall reduction in operational carbon emissions. These energy improvements have contributed to an overall reduction in carbon emission intensity, with carbon emissions at Tuath reducing on a 'per property' basis by 16% between 2019 and 2022.

Tuath will continue to invest in our buildings to ensure that tenant's homes are to the highest standard, reduce our carbon emissions, pass on real savings to tenants on their energy bills and potentially create a safer and healthier environment for people in their communities nationwide. On average, €2.5m will be spent per annum on energy improvements over the life of Tuath's Asset Management Strategy 2021 – 2025.





Martin has been a Tuath tenant for nearly 6 years, living in an apartment in Dundalk. He notified Tuath in 2020 that he was to undergo several surgeries due to an ongoing illness. Martin was very worried his apartment would no longer be suitable for his needs and that he would have to move somewhere else. He was extremely happy when he received a call to say that adaptation works were to be carried out to his home.

"I recently lost a leg due to an ongoing health issue, so getting around my home was no longer easy for me. I was over the moon when I heard from Eoin at Tuath that they were working with Bayview to do some upgrades. It wasn't something that I expected to happen at all, and I was so glad that I didn't have to move to another place. They did a lot of work on the bathroom, living room and my bedroom. The bathroom was upgraded to a wetroom and I can get in and out of it in the wheelchair with ease now. The doors were also widened all throughout the apartment, including the front door. I'm very happy with what they've done. I get to stay in my home, which means so much to me, and I can do a lot of things that weren't possible before, like getting out to the balcony and looking after my flowers!"

Martin

DROGHEDA

BUILDING HOMES FOR TODAY AND TOMORROW

The current cost of living crisis has again brought into focus how challenging life is for people on low incomes. By increasing the delivery of new homes, we are helping some of the most vulnerable people in society by providing them with long-term, safe, secure and truly affordable homes in communities where they want to live.

With the addition of 1,983 homes to our management portfolio in 2022, it was another record year for Tuath, ending the year with 10,141 homes in management. We spent over €422 million on housing provision, throughout 18 local authority areas, delivering new homes at an average cost of just over €300,000.

Partnership working is a core principle of the association's development strategy. We place an emphasis on creating and maintaining strong relationships with local authorities, the Department of Housing, Local Government and Heritage, funders and development partners to ensure the continued provision of safe and secure places for people to live. Tuath will only achieve its strategic objectives, in line with Ireland's 'Housing for All Policy, through effective collaboration and partnership with the public and private sectors.

Through new build development agreements, we continue to work with developer partners in the provision of new homes using various funding mechanisms.

In Greystones, 174 new high-quality apartments were delivered in partnership with Wicklow County Council, the Department of Housing, and the Housing Finance Agency (HFA). Part of the wider Hawkins Woods development, the project showcases public, private, voluntary partnership, resulting in the creation of a mixed-tenure community.

The final phase of 44-homes was completed at Royal Canal in Mullingar, Co. Westmeath. 36 of these homes were funded via the Capital Assistance Scheme



Whitethorn, Naas, Kildare

The award-winning Ellis Court development. A Victorian-era structure on Benburb Street was returned to its former glory, providing 22 new homes in the heart of Dublin.

(CAS) to provide suitable facilities for those with specific requirements. The remaining 8 homes were funded by Capital Advanced Leasing Facility (CALF) and private finance via the HFA.

We continue to work closely with Cork City Council. 22 new homes were delivered in Shanakiel with the final phase of 20 due for delivery in Q1 2023, while 14 new homes were built at Croppy Boy on the northside of the city. The Springville House office retrofit is an exciting project, due for delivery in 2023, that will provide 35 new homes in what was once an abandoned office block in a prime city centre location.

We remain focused on the delivery of sustainable housing in more rural areas outside of major cities. 24 new homes were delivered at Kinnegad, Co. Westmeath, a further 21 homes were complete at Cois Dara in Carlow while in Cavan, a 25-home development was delivered at Drumalee Manor.

2022 marked the beginning of Tuath's cost rental provision with the delivery of the Woodside Development in Stepaside, Dublin. This 155-home development contains 50 of Ireland's first purpose-built cost rental homes, managed in partnership with Respond. In total, 256 cost rental homes were delivered throughout 2022, including 74 homes at Kilcarbery Grange in Clondalkin, part of the largest state-supported, mixed tenure housing development in the country.

While most of Tuath's delivery has resulted in the provision of new build homes, the organisation is also fully committed to the retrofitting, refurbishment, and repurposing of vacant buildings to high quality homes. The Park West Plaza redevelopment has delivered 86 apartments in one of the first large scale conversion projects of office accommodation to residential homes in the country. The former office block, which lay vacant for over 20 years, is now home to more than 200 people.

Preliminary Life Cycle Analysis results have indicated an 82% reduction in embodied carbon when compared with a new build of similar type; and a 90% embodied carbon reduction versus a demolition and re-build. This reaffirms the very real environmental benefits of office-to-residential repurposing projects.



Liffey Square, Sallins, Kildare



Park West Plaza, Dublin

Works neared completion on the historic Ellis Court in the heart of Dublin City, a restoration project that will provide 22 new homes. The building has undergone major restoration works, retaining most of the structure's historical integrity, while converting it to modern residential accommodation. The restoration is the result of a Public Works Contract, 100% funded by the Department of Housing. Similar projects are underway in Buttevant, Co. Cork, which will see the renovation of 9 vacant Victorian-era houses, while in Athlone a regeneration project will see the historic Marist College building converted into a 55-home compatible living scheme.

Milestream, Shanakiel, Cork City

Kickham Street, Carrick On Suir, Tipperary

An emphasis on direct build homes remains a significant part of Tuath's housing delivery programme. In Sallins, 29 new homes were delivered within an existing residential neighbourhood. In addition to our own construction projects, we also work with private developers and contractors on a Design and Build basis. 27 homes were delivered through this mechanism at Montenotte in Cork City, while tenants moved into 13 new homes on Kickham Street in Carrick-On-Suir, Co. Tipperary.

Projects were also delivered during 2022 using modern methods of construction such as off-site construction, light-gage steel, and Insulated Concrete Framework (ICF). 12 new A-rated homes at Ravensdale Park in Kimmage were built using a steel frame modular system. This method is a sustainable alternative to traditional forms of construction and delivery time is 20% to 40% faster when compared to traditional building methods.





"I think that it's a no brainer to apply for cost rental. It's such a great and unique opportunity in Ireland, and its life changing. It fully changes your life to have the ability to have your own home that's not insanely expensive, and cost rental gives you that opportunity. It's the security of my new home that is most important and I am excited to have started a new life in our new home and new community."

Emma

**COST RENTAL TENANT,
NEWBRIDGE**



COST RENTAL

Cost rental provides long term, secure rental homes where the rent is based on how much building, managing, and maintaining the property will cost. This is calculated over a minimum of 40 years and the rents must be at least 25% below private market rents in the area. In 2022, Tuath delivered a total of 256 cost rental homes in partnership with Dún Laoghaire-Rathdown County Council, South Dublin County Council, Fingal County Council and Kildare County Council with funding from the Housing Agency and the Housing Finance Agency. We will continue to deliver cost rental homes in 2023 and beyond with 500 homes currently in our pipeline.

Current terms and conditions for cost rental housing in 2022 in Ireland follow those set out in the Affordable Housing Act, 2021. To apply for cost rental, applicants must meet certain criteria. These include, but not limited to:

- Your net household income is below €53,000 per annum
- You are not in receipt of any social housing supports
- You do not own a property

WOODSIDE, ENNISKERRY ROAD, STEPASIDE

Contains Ireland's first purpose-built cost rental homes. The development includes 155 homes (105 social and 50 cost rental) and was a pilot project delivered by Respond and Tuath, in partnership with Dún Laoghaire - Rathdown County Council.



KILCABERY, CLONDALKIN

Part of the largest state-supported, mixed tenure housing development in the country, Tuath worked in partnership with South Dublin County Council to deliver 74 cost rental homes here.



BELIN WOODS, NEWBRIDGE, KILDARE

A multi-unit development which includes 50 cost rental homes, 19 of which are two-bedroom houses and 31 are three-bedroom houses.

PARKLANDS, CITY WEST

A mixed tenure development, which will comprise 1,010 homes on completion. Tuath worked with Harcourt Developments and South Dublin Council to deliver 44 cost rental homes as part of this development.





BALLYNAKELLY, NEWCASTLE

23 cost rental homes with a mix of two 1-bed apartments, 14 2-bed apartments, six 3-bedroom duplexes and one 4-bed terraced house.

WALKER'S GATE, KILDARE TOWN

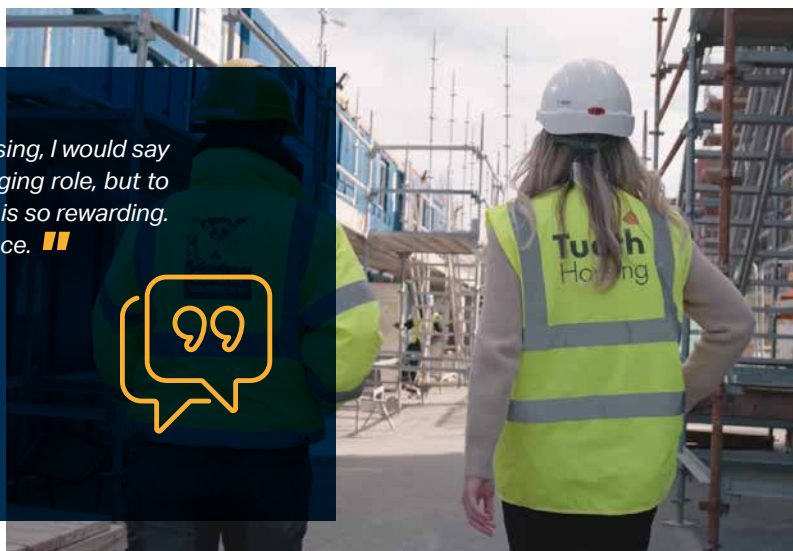
40 three-bed cost rental homes finished to the highest standard and located just a few minutes from Kildare town.



“ For anyone considering a career in housing, I would say just go for it. It's a very busy and challenging role, but to be on the frontlines of housing delivery is so rewarding. You really feel you are making a difference. **”**

Aoibheann Byrne

New Business & Property
Development Coordinator



COST RENTAL HOMES

Completed*	Local Authority	% CREL** funding	Number of Homes	Average Open Market Rent €	Average CREL Rent €	% Discount off Open Market Rent
Enniskerry Road	DLRD		25	2,100	1,200	43%
Kilcarbery Grange	SDCC	30%	74	1,670	1,141	32%
Ballynakelly	SDCC	30%	33	2,077	1,396	33%
Cobbe Court	FCC	43%	14	1,939	1,388	28%
Belin Woods	Kildare CoCo	32%	50	1,705	1,279	25%
Parklands	SDCC	30%	42	1,927	1,282	33%
Walkers Gate	Kildare CoCo	33%	40	1,696	1,272	25%
Total Completed			278			

*As of June 2023

**Cost Rental Equity Loan

The award-winning Woodside Development in Stepaside, Dublin delivered Ireland's first purpose-built cost rental homes. Managed by Tuath and Respond.





"We had applied for a home through the choice-based letting system. We were really settled in previous community, but the house was old and too small for a family. We were over the moon when we got the call to say we were being considered for a new home. It was such a wonderful feeling walking into a brand new house. The first thing that struck

us was how spacious and bright it is. We're looking forward to future and settling into our new forever home."

Burke Family

SALLINS



INVESTING IN OUR PEOPLE - HUMAN RESOURCES

We pride ourselves on being an award-winning, people driven organisation committed to first class customer service. Staff teams at Tuath cover a broad range of housing functions such as property, customer services, housing and community, strategic asset management and repairs and maintenance. 2022 was an important year for expansion within the organisation and staffing levels grew to 81, with 59 new staff joining us last year.

Diversity and inclusion are very important at Tuath, and we have staff from various backgrounds and circumstances. Tuath offers a wide variety of supports and benefits

with an emphasis on work-life balance. We are focused on securing and promoting initiatives to help staff achieve personal goals, with internal courses run on women's health, food for mood, exercise, mental health, parenting and self-care.

In 2022 we also took the time to take a step back and review Tuath's internal culture and how the values were being lived by employees. A survey was sent to all staff about the culture at Tuath and overall, there were positive answers about staff interactions, behaviours, and values. Work on culture and values will continue into 2023.

LEARNING AND DEVELOPMENT

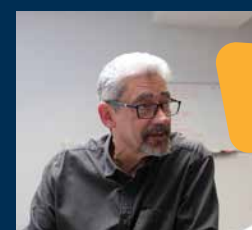
Continual professional development is a key priority at Tuath, and we invested in staff through several resources. Staff are supported with external third level study and with the internal GEM Programme, which focuses on the personal and professional development of current and future social housing leaders. All Tuath staff are given access to the LinkedIn Learning library to help them learn new skills and take ownership of their own professional development.



AWARDS

Tuath's work was recognised with some awards, including:

- **National Property Awards - 'Best Social Housing Development'** (In collaboration with Dún Laoghaire-Rathdown (DLRD) County Council & Respond Housing) - Woodside, Enniskerry Rd.
- **CIH Awards - 'Working in Partnership'** (In collaboration with DLRD County Council & Respond Housing) - Woodside, Enniskerry Rd.
- **CIH Awards - 'Young Professional of the Year'** - Seamus Watters
- **Partnership Awards - 'Best Social Infrastructure Project'** (not including Education and Healthcare) - TORC Sustainable Housing - Social Housing PPP Programme Bundle 2
- **National Property Awards - 'Placemaking initiative of the Year'** - Ellis Court, Benburb St., Dublin



" Tuath is dedicated to providing homes to people in need, and I have been able to contribute to this by helping with IT-related matters that arise. I also have the opportunity to work with my colleagues on new IT systems and projects, and I find that to be very satisfying. **"**

Dejan Novacic

IT Coordinator, Dublin



TELLING OUR STORY

In 2022 we continued to engage with stakeholders to strengthen relationships, highlighting Tuath's strategic commitment and investment to people and places. The Communications Team is responsible for overseeing a wide range of activities, including internal staff updates, managing Tuath's content on social media channels, external communications, stakeholder engagement and organising events. The Communications team supports and promotes the work of all Tuath employees and the Board as well as showcasing our working partnerships.

New website launch



150,998
visitors in 2022

77%
Increase in visitors
to website

SOCIAL MEDIA STATS

 **3,160 followers**
20.6% increase 

 **5,739 followers**
34% increase 

 **5,830 followers**
23% increase 

 **9,600 views**
70% increase 

EFFECTIVE GOVERNANCE, COMPLIANCE AND RISK MANAGEMENT

At the end of 2021, the Minister for Housing, Local Government and Heritage signed a Commencement Order implementing sections of the Housing (Regulation of Approved Housing Bodies) Act 2019 (the "Act"). From the beginning of 2022, all Approved Housing Bodies were 'deemed registered' with the Approved Housing Bodies Regulatory Authority ("AHBRA") and are subject to the new statutory requirements.

In advance of AHBRA launching its Standards in February 2022, significant work was completed by the Regulatory Compliance team to conduct a gap analysis on the business based on draft standards provided. The final gap analysis is regularly reviewed alongside our quarterly Compliance Checklist, and we continue to enhance our service delivery under the Standards. AHBRA has commenced its review of all AHBs 'deemed registered', and Tuath completed all requests for information and returned them to AHBRA, including its Annual Monitoring Form.

In 2022, the Corporate Services department delivered regular training to all employees on risk, data protection and managing complaints. The team has also been working with each department to develop individual risk registers and business impact assessments and build on the organisation's Assets and Liabilities Register.

In 2022, Tuath implemented a new digital Governance, Risk & Compliance tool, which is an integrated solution for the management of crucial governance areas and is part of our strategy and commitment to enhance and strengthen our risk framework and improve our reporting capabilities to the Board and AHBRA. Tuath also introduced a digital, online, secure Portal for our Board, where meetings are organised, papers issued and a library established for Members containing Board governance policies, procedures and information on the work carried out through the year.

A full list of company-wide policies and procedures is now held within the Corporate Services department, which includes relevant dates required for re-review and Board approval. Tuath is also well prepared for the Protected Disclosures (Amendment) Bill 2022 to be transposed into law; we have implemented a new policy for whistleblowing, and mandatory training was provided to all staff detailing the relevant particulars.

This work was in addition to the team's regular work ensuring risks are captured contemporaneously, mitigating actions are implemented, and all staff are aware of their responsibilities in governance best practice.



Hamilton Gardens, Cabra, Dublin

4

Key Risk Indicators were identified and are being monitored and reported to the Board as part of the Risk Management Framework.



6

key policies in the Risk Management Framework were updated and re-reviewed by the Board in 2022



23

Risk training sessions for staff were conducted in 2022.



In June 2022, complaints handling moved to the Corporate Services team to enhance overview and impartiality.

60

complaints were handled, from June 2022 – Dec 2022, of which 23 were deemed formal complaints in line with our Complaints Policy.

INVESTING IN A SUSTAINABLE FUTURE

Tuath is committed to embedding Environmental, Social and Governance (ESG) best practice into every aspect of the organisation. Along with the appointment of a Head of Sustainability in 2022, Tuath is working with an external sustainability consultant to develop the sustainability strategy set out in our Business Plan. Commencing in 2022, we have now completed a Scope 1 & 2 carbon emission assessment looking back four years to 2019. This will allow us to analyse ongoing carbon footprint and set future decarbonisation targets. The carbon footprint exercise has shown a year-on-year reduction in carbon intensity, with emissions reducing on a 'per property' basis by 16% between 2019 and 2022.

To identify priority ESG topics at Tuath, a materiality assessment with the Board and Senior Management Team was completed. An organisational wide ESG review was also carried out in 2022, which looked at our current work practices under each ESG pillar. We also established an ESG Working Group with our Board and Senior Management Team which will work together to finalise our sustainability strategy and incorporate priority targets over the short, medium and longer term.

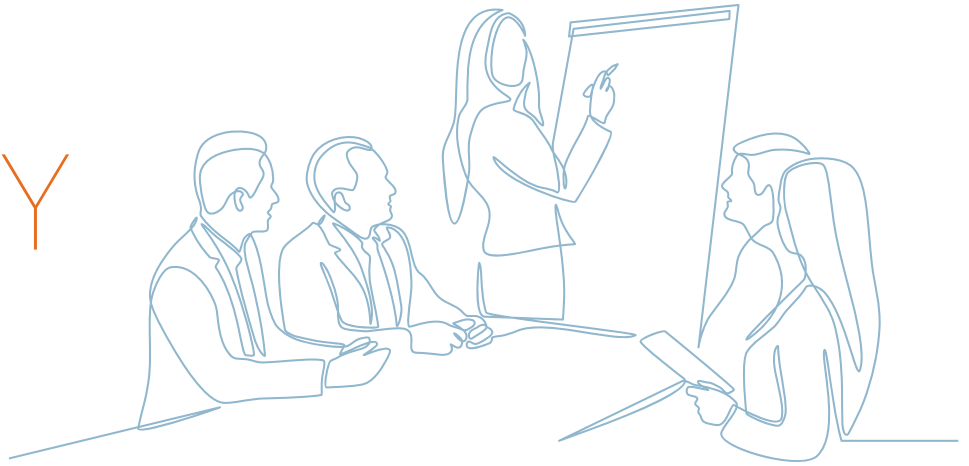
As set out in Tuath's Asset Management Strategy, poor energy performance of homes can be alleviated through retrofitting energy improvement measures. In the current cost of living crisis, every saving counts, so we are maximising opportunities to decarbonise homes. Last year Ultan in Dundalk received an energy retrofit to his new home.

"Tuath carried out a survey on my home just before lockdown and I was notified that a new air-to-water heating system would be installed. We previously had an oil burner, which had to be filled up manually. I was very happy with the whole process and the schedule was well-laid out for me. In all, it took about 2 weeks to carry out the work which included new pipes, radiators and insulation for the whole house. I was kept informed of the progress along the way and the instructions for the new system were clearly explained once the works were done. It's great now, I must say. We receive just one bill, and the heating is consistent. With the cost of living now there's been a huge increase in prices, so we are very happy that we've had the upgrade done to replace the old fuel system. It can get a bit cold where we are here in Dundalk, so the kids are happy out that the house is nice and warm."

Ultan

DUNDALK

BOARD ACTIVITY



12

Board
meetings



19

Sub-committee
meetings

55%

male

45%

female



Board members

In 2022, the Board of Directors welcomed four new members at its Annual General Meeting: Richard Pike, Conor Grimes, Will McCabe and Marian Jennings. It also said goodbye to two long-term members who had given exemplary service to the Association Daragh O'Sullivan and James Pike, both former Chairs of the Board.

Two Strategic Planning days were held in 2022. Amongst other topics, the Board discussed the current economic uncertainty and its effect on Tuath's Strategic and Business Plans of continuing to deliver in a time of housing crisis. Members reconfirmed their commitment to being a 'landlord of choice' and continuing to play our part in housing delivery at scale.

Following a review of workloads mid-year, the Board amended its Committee Structure from three committees to five. The Board also committed to establishing two new Working Groups on Research and Environmental, Social and Governance (ESG) as key areas of focus for the year ahead. These are in addition to the existing Working Group on Mergers and Acquisitions.

NEW COMMITTEE STRUCTURE:



INVESTING IN FINANCIAL SUSTAINABILITY



Tuath finished the year with total income of €102 million, up by 24% from €82 million in 2021. Our strategic focus on investing in our development programme meant that over €422 million was spent on acquiring and building homes across the country, bringing total investment to over €1.48 billion. Tuath's total borrowings at the end of 2022 were €1.18 billion, of which €27.3 million in loans were due to be repaid within one year. In 2022 a surplus of €31.8 million was generated. Surpluses are required for the repayment of loans and for the long term maintenance of properties.

Many of the investments and changes we have made over the last year ensure we are well positioned for sustainable growth into the future.

Tuath continued to collect over 99% of rent due with the average tenant social rent now standing at €63 per week and the cost rental tenant average rent at €281 per week. Rent charged by Tuath is based on affordability to the tenant via the associated Local Authority or Approved Housing Body rent calculation.

Our financial strength and commitment to value for money will be key components in our ability to achieve our strategic objectives. We will focus on generating yearly surpluses and increasing cash reserves to service future commitments. Surpluses generated sustain our business, providing a great service for today and securing the future of Tuath by properly investing in our homes.

We increased our cash balance from €30.8 million to €52 million during 2022. Our cash balance is held by banks in Ireland to meet the on-going cash-flow requirements of Tuath Housing, including the repayment of significantly longer dated loan liabilities, future cyclical maintenance and temporary funding of construction projects.

The balance sheet strength reflected the growth for Tuath in 2022, with total reserves of over €145.9 million. The reserves are composed as follows: €95.4 million general I&E reserve and €50.5 million capital reserve generated due to the amortisation of State CAS & CLSS loans. Part of the I&E reserve will cover planned expenditure in the short term for the Building Investment Programme, which meets future costs of capital and maintenance programs to existing housing stock.

We are acutely aware that we are living in extremely uncertain times, but our strong Strategic and Business Plans outline how we will diversify our credit base and moderate gearing ratios while continuing to deliver at scale. We intend to maintain financial strength, organisational stability, and sustainability to deliver planned growth whilst also covering current and future financial commitments on a value for money basis.

FINANCIAL 'GOLDEN' RULES

In late 2022, the Tuath Board engaged Campbell Tickell, a UK based management consultancy with first-class experience in the UK and Irish social housing sector, to review the adequacy of key financial ratios. Following a review of the report by Tuath's Finance and Audit & Risk committees, recommendations on an updated set of key financial ratios were adopted by the Board. The purpose of these financial 'golden' rules is to ensure that activities we undertake do not place social housing assets, tenants or company viability at risk.

Metric	Golden Rule	Trigger for Board Notification & Review
Debt Service Cover Ratio (Min)	110%	115%
EBITDA Margin (Min)	30%	35%
Interest Cover (Min)	120%	130%
Gearing (Max)	85%	80%
Liquidity (Min)	125%	130%



KEY FINANCIAL METRICS 2022:



€102 million

Annual Income



€63

Avg. Weekly Social Tenant Rent



€281

Average Cost Rental
Rent Per Week



€52 million

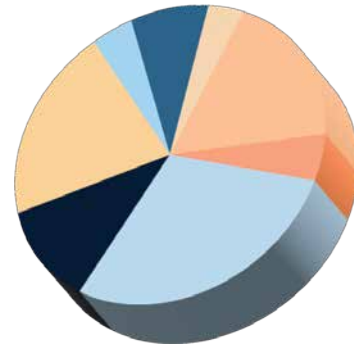
Cash Balance



€146 million

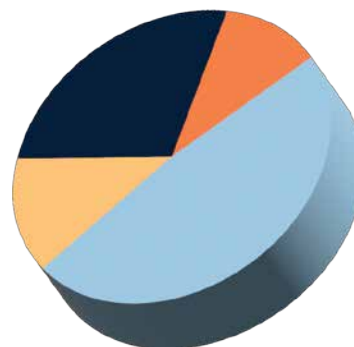
Reserves

EXPENDITURE 2022



4%	Legal & Other Acquisition Costs
18%	Private leasing and NARPS Payments
5%	Service Charges
29%	Loan Interest
12%	Staff Related Costs
20%	Maintenance and Tenant Costs
4%	Administration Costs
8%	Depreciation of Housing stock

CASH 2022



14m	Unrestricted cash
6m	Future Planned Maintenance Reserve
25m	CALF/CREL Cash to be Repaid
7m	Advance Funding

TUATH'S VOLUNTARY BOARD OF DIRECTORS

Our highly skilled Board of Directors are committed to the highest standards of corporate governance consistent with the complexities of the housing sector. The Board oversees our strategic direction, reviews progress, and advises senior management. Tuath Board Members are all volunteers who are responsible for setting the strategic direction of the organisation and making sure it has the resources to achieve this.



Paddy Gray Chair

A Professor at the University of Ulster, Paddy was awarded a Distinguished Community Fellowship for outstanding work in the community. He has extensive academic and applied research experience with over 200 publications on housing related issues. Among Paddy's accomplishments are his appointment as the first ever Irish President of the Chartered Institute of Housing in 2010, named as the No1 Housing Power Player in the UK & Ireland

in 2017 and in 2020 was awarded an OBE for his service to Housing. In 2022, Paddy was appointed by Minister for Housing Darragh O'Brien, to sit on the newly formed Housing Commission.



Patricia Goan Vice-Chair, Chair of Development Committee

Patricia has over 25 years' experience in the housing and property sector, working in key positions with responsibility for new business, development, partnership working and operations. Patricia has worked within the statutory, private, and not for profit housing sectors in both Ireland and the UK and provides consultancy services to housing providers and developers. She is currently Chief Executive at Glebe

Housing Association in London.



Kerry Anthony Director, Chair of Governance & People Committee

Kerry Anthony is the Group Chief Executive of Inspire. She has been working in the field of homelessness for many years in a variety of settings and roles, in London, Glasgow, Dublin and Belfast. She holds a Masters in Social Work and a Masters in Voluntary Sector Management. At 35, Kerry was made an MBE in the 2010 Queen's New Year Honours list for her work in Northern Ireland. Kerry was cited for

her "dedication to social justice and her commitment to helping the most marginalised in society".



Gerry Flynn Director, Chair of Housing & Community Committee

Gerry Flynn worked with the Northern Ireland Housing Executive for 37 years at all levels including District, Region and Central with the last 5 years in the key role as Director of Landlord (Housing) Services. Gerry helped build the NIHE's portfolio to approximately 85,000 properties and played a pivotal role in the development of the Housing Community Network (HCN). Gerry has expertise in all aspects of housing services from repairs to

management of contracts and his commitment to embracing the principles of tenant participation and involving customers in service improvement and the promotion of social enterprise has followed him throughout his long and fruitful career.



Conor Grimes Director, Chair of Finance Committee

Conor is a Chartered Accountant with over 15 years' experience in the areas of Audit, Financial Accounting, Financial Management and Corporate Finance. He has experience in a wide variety of sectors and is currently Chief Financial Officer at Hub Controls Ltd, an award-winning Irish tech start-up specialising in the decarbonisation of residential homes. Conor graduated from the University of Limerick in 2008 with a Bachelor of Business Studies. He is formerly a Board Member with the Aisling Project, an After School Intervention organisation helping children throughout the community of Ballymun.



Richard Pike Director, Chair Audit & Risk Committee

Richard has extensive experience of working with financial institutions and technology companies throughout the world, assisting companies in managing enterprise risk more efficiently while addressing local regulatory guidelines and standards. He is currently Chairman of Citadel Securities (Ireland) Ltd, an Independent Non-Executive Director and Chair of the Board Risk Committee at Starling International, Independent

Non-Executive Director at FBD Insurance plc, Independent Non-Executive Director at Citadel Securities (Europe) Ltd. He has previously worked in various senior banking, insurance, credit and market risk roles at Permanent TSB Bank plc., JP Morgan Fund Administration Services (Ireland) Limited and JP Morgan Hedge Fund Services (Ireland) Limited, Wolters Kluwer Financial Services, ABN AMRO, Bain, COMIT Gruppe and Quay Financial Software. He lectures in Risk Management at the Institute of Banking and at the Smurfit Business School. In 2009, Richard was recognised as a "Top 50" Face of Operational Risk by Op Risk & Compliance magazine and was a contributing author to two books on risk management. Richard has also received the designation of 'Certified Bank Director' by the Institute of Banking.



Marian Jennings Director

Marian is an experienced Solicitor, Law Lecturer, and Independent Non-Executive Director. Marian holds an LL.B from Trinity College, an LL.M from Queens University Belfast, a Diploma in Employment Law from University College Dublin, and a Diploma in Company Direction from the Institute of Directors. Marian has a long-standing involvement and commitment to matters of homelessness and housing, having been a soup run volunteer with Dublin

Simon for six years and serving as a member of the Dublin Simon Board. This is Marian's second tenure on the Tuath Board of Directors, and she previously served as Chair from 2010 – 2013.



Sonya Meekel Co-Opted Board Director

Sonya has over 20 years' experience in the Construction Industry, and is currently a lecturer in Technological University Dublin. She has previously worked as a Design Build Consultant Engineer, and a Project Manager throughout her career. Sonya graduated from DIT with an BSc in Structural Engineering, and has since continued her studies extensively. The development of People and People Management became an area of passion leading to her research for her MBA in the Strategic Imperatives of Soft Skill Training and Development, and recently completing a level 8 in Business Coaching. Sonya's areas of expertise are embedded in the world of Construction and Business.



Angela Murphy Director

Angela Murphy worked with Cork County Council for the greater part of her working life, gaining experience in a number of different areas including Planning, Corporate Services and Human Resources. The bulk of Angela's time with the council was spent working for the Housing Department. Angela held roles

in the full range of Housing services provided, including Social, Affordable and Voluntary Housing, grants for the elderly / disabled, HAP/RAS, house purchase loans and tenant purchase. Angela is a graduate of University College Cork and holds a BA and Higher Diploma in Education. Angela has a master's degree in Public Management from the IPA. Angela has also completed some studies in life coaching.



Will McCabe Director

Will is a Chartered Surveyor and Managing Director of Capwell, a Dublin based property development and investment company who specialise in property development, investment opportunities and asset management services. Prior to this, Will was a Director with the Earlsfort Group. Will is a graduate of DIT Bolton Street, gaining a Diploma in Auctioneering, Valuations and Estate Agency and earned his MSc. in Planning & Development in 2011.



Graham Kenny Co-Opted Board Director

Graham is a partner in the global law firm Eversheds-Sutherland LLP who works primarily in the areas of commercial litigation and corporate restructuring. He is an experienced solicitor-advocate who regularly appears before the Superior Courts on behalf of leading domestic and international companies. He is currently a member of the Litigation Committee of the Law Society of Ireland and is also a former lecturer in the Law Society's Higher

Diploma courses. Graham has extensive board experience in the property and retail sectors.



Dr. Brenna O'Roarty

Co-Opted Board Director

Brenna is a highly experienced real estate professional and founder of RHL Strategic Solutions. With over 25 years in strategic real estate research, she focuses on identifying market trends, investment opportunities, and risk considerations. Brenna has undertaken major projects for international real estate organizations like ULI, INREV,

ICSC, CREFC, and the IPF. Previously, she served as the Director of European Strategic Research at RREEF (now DWS), providing strategic research to all aspects of the business. Brenna's background includes directing European retail research at Jones Lang LaSalle and lecturing in Land Economy at the University of Aberdeen. She holds a PhD from the University of Ulster.



Anita Conway

Co-Opted Committee Member, Development Committee

Anita Conway is Director of Development at Radius Housing. Prior to this Anita worked in the private construction sector as Commercial Director working throughout Europe. Anita has extensive experience in residential, hospitality and commercial property development. Before working in the private sector Anita gained over fifteen years' experience working in several Housing Associations within the

property development and housing management field. Anita has a MSc in Property Development and Investment from UUJ and a BA(Hons) in Housing from Hallam University, Sheffield.



Claire McManus

Co-Opted Committee Member, Development Committee

Claire is a member of the RIAI Council, chairs the RIAI Housing Committee and is an RIAI Spokesperson on Housing. She holds an MBA and is involved in the research and development of RIAI policy with respect to Housing and Building Control. Claire is a member of several other Housing Committees including the Housing Agency's 'Supply & Affordability

Panel', the DHLG/RIAI 'Joint Housing Committee', the CSO 'Housing Statistical Working Group' and Dublin City Council's 'Special Purpose Housing Committee'. Claire is a director of JFOC Architects, a practice specialising in housing.



Mairead Mackle MBE

Co-Opted Committee Member, Governance & People Committee

Mairead is a values-based, multi-award-winning entrepreneur who owns and operates Tarasis Enterprises - a diverse suite of progressive businesses across several industries including healthcare, housing, and renewables. Mairead's passion for using the power of business to create a better world led to the establishment of two not for profits, "iCare Charity" focused on 'community kindness'

and "Evolve" an educational platform supporting the social and economic empowerment of women. A loving mother to seven children, Mairead is an investor, philanthropist & TEDx speaker. Mairead was awarded the Irish Tatler Entrepreneur of the year and Woman of the Year at the Natwest Everywoman Awards. She sits on the boards of several business and lobby groups. Most recently, Mairead was awarded an MBE in recognition of her contribution to economic development.



Dónall Curtin

Co-Opted Committee Member, Audit & Risk Committee

Dónall is an experienced accountant, board director, and business leader with a strong background in Finance, Corporate Governance, Audit, and Risk Management. He has extensive experience in both public and private sectors, holding board directorships in organizations like Green Effects Investments plc, Arts Council, Office

of Government Procurement, Irish College Leuven, and Early Childhood Ireland. Dónall founded a leading accountancy practice in Ireland and has served on Audit & Risk Committees in both sectors. He is a passionate advocate for best practices and good corporate governance, ensuring the adoption of organizational values throughout businesses. With his strategic advisory services, he combines business and accountancy knowledge with a deep understanding of the property sector, contributing to housing solutions and community development.



James Pike

Co-Opted Committee Member, Development Committee

James Pike is an architect and was a founding partner in Delany Mac Veigh and Pike, which was set up in 1964. This practice evolved into O'Mahony Pike in 1992. In 2017 James was awarded the RIAI James Gandon Medal for Lifetime Achievement. It is the biggest personal honour in Irish architecture. James has played a major role for more than 40 years in urban planning and housing in Ireland, but has also been involved in major

educational, office, retail, hotel and industrial projects, and in projects in the UK and North Africa.



Eamon Gavigan
Director
(retired April 2023).



Fiona McCabe **Director**
(retired June 2023)



Christopher Oakes
Director (retired April 2023).

SENIOR MANAGEMENT TEAM



Sean O'Connor **Chief Executive**

A Chartered Surveyor with dual SCSi and RICS membership, Sean is also a long-standing member of the Chartered Institute of Housing with a Master's Degree in Housing from South Bank University, London. With over 30 years of experience working in social housing at a senior level with local authorities and housing associations in Ireland and the UK, Sean has been behind a number of award-winning housing schemes. He

has a proven track record of working collaboratively with communities to deliver positive change. Sean has contributed to new thinking on housing initiatives and policy, including pioneering affordable housing models to deliver choice and tenure diversity at best value.



Bronagh D'Arcy **Deputy CEO**

Bronagh oversees the organisation's Corporate and Organisational Development function, Sustainable & Strategic Projects, and the Association's Development pipeline. Having graduated with a degree in Housing and a Diploma in Management from the University of Ulster, Bronagh is a Chartered Member of the CIH and has worked both north and south of the border. She has extensive management experience and has worked in the

voluntary housing sector for over 30 years. The experience gained has been mainly in the delivery of new homes while working in partnership with a range of stakeholders & through various procurement options. In recent years she has gained extensive experience in corporate governance and in organisational development. Bronagh has worked with Tuath for 15 years and during this time has seen the Association grow to become one of Ireland's largest Approved Housing Body.



Martin Loughran **Director of Development**

Martin is responsible for leading on the association's development programme, sourcing and delivering new homes for the provision of social and affordable homes nationally. He oversees and manages the development pipeline with a focus on new business, maintaining and establishing working relationships with key stakeholders. Martin holds a BSc (Hons) in Urban Planning and Property Development from the University of Ulster in Jordanstown (UUJ), a Diploma in Housing Studies and a Diploma in Management and has been a Chartered Member of the Chartered Institute of Housing (CIH) since 2015. Martin has significant experience in the development and delivery of housing having worked within the social housing sector for more than 12 years. Throughout this time Martin has had a significant involvement in the growth of Tuath as an organisation and has vast experience in all forms of housing delivery.



Alison O'Gorman Director of Housing Services

Alison is responsible for the delivery of high quality, good value services to our tenants. Alison's experience in the property and housing sector stem from a progressive career in Property Management, where she successfully managed numerous mixed tenure developments across Dublin. She is professionally qualified in housing management with several years of experience in the social housing and private housing management fields to

provide pro-active, customer orientated services. As Director of Housing Services Alison comes with over 22 years' experience working in both the private and voluntary sector. Alison is responsible for the Housing Departments in our four offices, ensuring the delivery of high quality, good value services to our tenants, in addition to sitting on a number of advisory boards and working groups within the sector.



Nick Sheward Director of Property Services

Nick has an extensive background in development, property services and social housing with almost 35 years' experience of working in construction and property, with nearly 30 of these years in roles relating specifically to the provision and management of social and affordable housing. Nick plays a leading role in the delivery of property services to the association's housing stock, including building up investment

profiles, managing planned and cyclical programmes as well as the delivery of a responsive repairs service.



Neil Anderson Director of Finance

Neil Anderson is a Chartered Accountant, qualifying with KPMG, London. He has over 30 years' experience in senior finance roles in property management, not for profit, information technology, hospitality and market research organisations. He has worked within multinational FTSE 100 companies, medium sized private and family businesses and start-up operations.



Orla Cleary Director of Corporate Services

Orla Cleary is an experienced solicitor with a demonstrated history of working in the voluntary sector. With a strong background in social housing for more than fifteen years with AHBs and previously with Dublin City Council, Orla is dedicated to affordable and sustainable housing solutions and ensuring that Tuath remains at the forefront of the housing sector in terms of innovation. She holds Masters of

Laws in Commercial Law and Advanced Legal Practice and a Professional Diploma in Corporate Governance. As the Director of Corporate Services, Orla plays a vital role in overseeing and managing Tuath's Governance, Legal, Compliance, Risk Management, Data Protection and Communications teams, ensuring the smooth operations of corporate functions. Orla is also the Company Secretary to the Board.



Stephen Willoughby Head of Property Services

Stephen is a registered Chartered Building Surveyor and Chartered Project Management Surveyor, with over 20 years' experience in Building Surveying, Project Management and Property Management services in both the public and private sector. Stephen is Tuath's Head of Property Services responsible for managing a team of building surveyors, senior and administrative staff. Core duties include managing regulatory compliance

works, the delivery of planned maintenance and cyclical maintenance programmes, supporting the development department on pre-acquisition due diligence services, along with providing technical guidance to the housing and repairs teams on property related matters.



Fiachra McKernan Head of Housing Operations

Fiachra holds a BA undergrad in Housing Management from University of Ulster and has over 15 years' experience working in the social housing sector in both Ireland and the UK. Fiachra's role is to oversee the work of the housing management team including Housing Managers, Housing Co-ordinators and Tuath's customer care team. Fiachra is responsible for assisting in the development and implementation of the strategic priorities and plans

for Housing Services functions, ensuring excellent customer service and achieving plans and targets while delivering a comprehensive and expanding range of services. Fiachra reports to Tuath's Director of Housing Services.



Louise Thompson Head of
Housing & Communities

Having worked for 17 years in the social housing sector, Louise has gained extensive housing management experience throughout her career. Louise manages performance and KPI's in terms of housing related services to ensure the highest level of customer care is provided to our tenants. As Head of Housing and Communities Louise's remit is to assist with delivering the strategic goals of the organisation across all areas

of housing management and also oversee the roll out of Tuath's Tenant Engagement Strategy.



Ronnie Maher Head of **IT**

Experienced IT executive with over 30 years Senior IT management experience providing strategic direction and operational management of IT organisations for large companies operating in Ireland, Europe and Asia in both commercial and Not-for-Profit sectors. He provides strong process control and proven project management experience in business transformation

projects. He is responsible for all IT infrastructure, business applications systems, IT service provision and cyber security initiatives to support the operational needs of the business and enable the Tuath business strategies and future plans.



Kate Joyce Head of
Sustainability & Strategic Projects

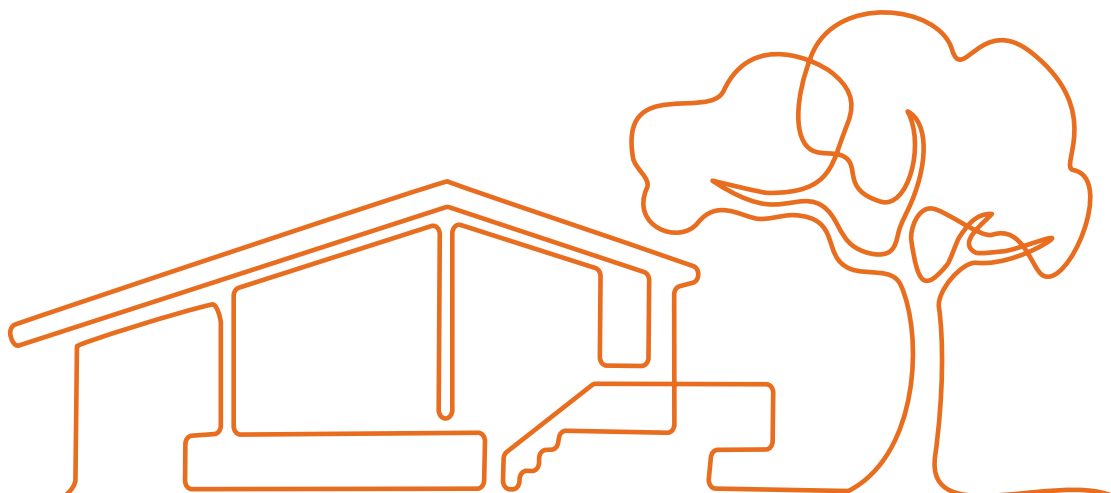
Kate is a graduate of Trinity College Dublin, Technological University Dublin and Dublin City University, with over 18 years' experience across the property, investment and asset management sectors. Kate is an Associate Member of the Society of Chartered Surveyors Ireland (SCSI), holds a professional qualification in Project Management and recently completed a Masters in Public Policy. Prior to her appointment, Kate spent 11 years in

a senior role at the National Asset Management Agency, with responsibility for the delivery of a number of key business strategies, including the establishment and growth of the NARPS portfolio – Ireland's first long term social housing leasing portfolio.



Daniel O'Riordan Head of
Finance

Dan currently works as Head of Finance in Tuath with over 20 years' experience working in Finance positions. Aswell as the voluntary housing sector, Dan also has experience working within the Telecomms, Consultancy, Utilities and Education industries in the UK and Ireland. Dan holds a degree in Accountancy and Finance from Dublin Business School and became ACCA qualified in 2012.





ACCOUNTS

TUATH HOUSING ASSOCIATION

STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	2022	2021
	€	€
Turnover	101,647,098	82,023,475
Operating Costs		
Staff costs	(8,972,849)	(6,644,286)
Depreciation and amortisation	(838,900)	(557,728)
Other operating charges	(37,984,512)	(29,762,547)
Operating Surplus	53,850,837	45,058,914
Interest income	63,933	147
Interest and similar charges	(22,154,900)	(18,809,766)
Surplus on ordinary activities before taxation	31,759,870	26,249,295
Taxation on surplus on ordinary activities	-	-
Total comprehensive income for the financial year	31,759,870	26,249,295

BALANCE SHEET AS AT 31 DECEMBER 2022

	2022	2021
	€	€
Fixed Assets		
Tangible fixed assets	1,458,415,429	1,042,660,328
Financial fixed assets	5,000	5,000
	1,458,420,429	1,042,665,328
Current Assets		
Debtors	13,095,904	6,067,842
Cash at bank and in hand	52,010,131	30,819,476
	65,106,035	36,887,318
Creditors: Amounts falling due within one financial year	(43,883,069)	(28,947,296)
Net Current Assets	21,222,966	7,940,022
Total Assets less Current Liabilities	1,479,643,395	1,050,605,350
Creditors: Amounts falling due after more than one financial year	(1,333,743,655)	(936,465,480)
Net Assets	145,899,740	114,139,870
Reserves		
Income and expenditure reserve	95,409,255	69,086,209
Capital reserves	50,490,485	45,053,661
	145,899,740	114,139,870

The financial statements were approved and authorised for issue by the Board of Directors on 28 April 2023 and signed on its behalf by:



Paddy Gray, Director

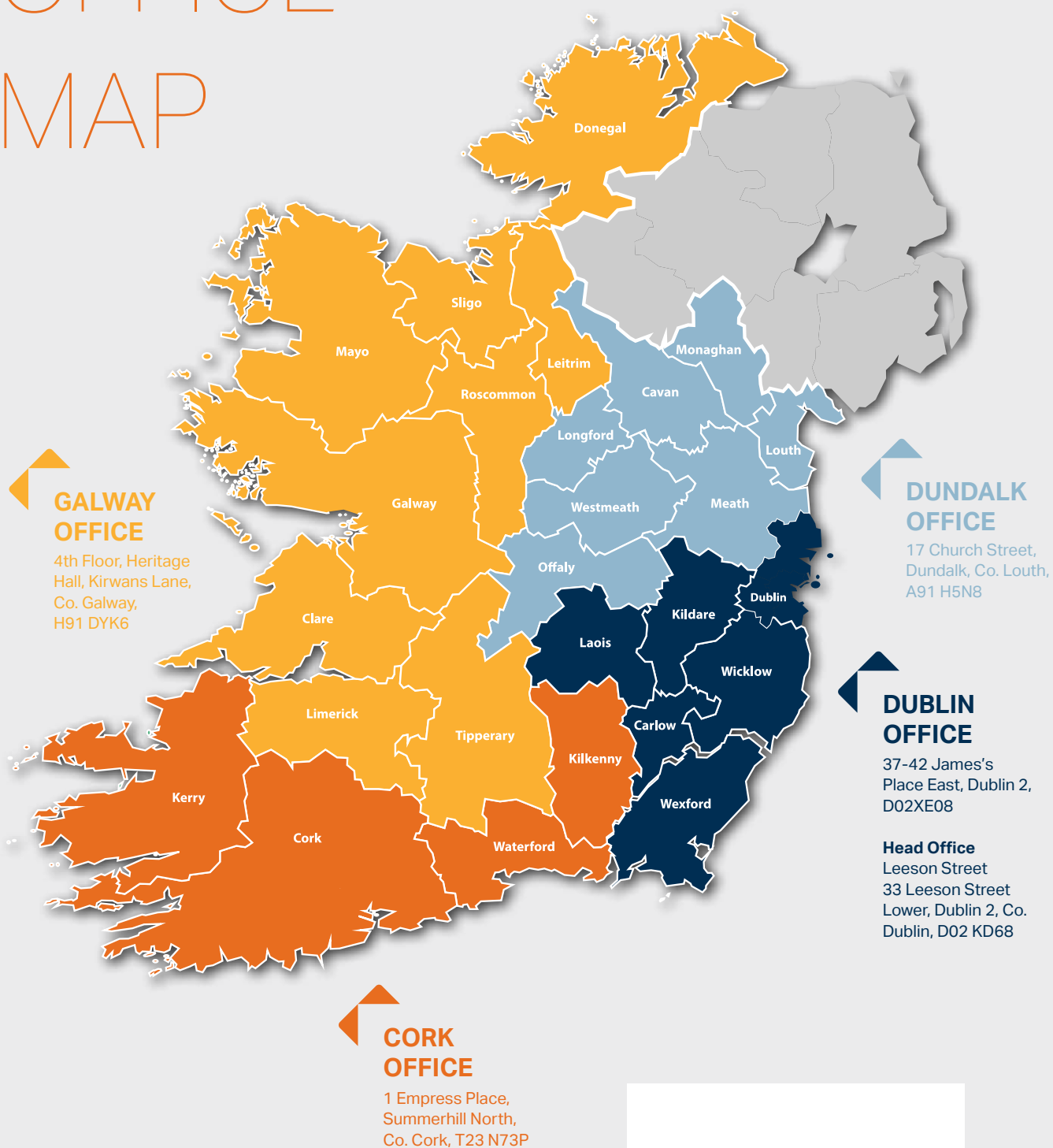


Patricia Goan, Director

A young girl with long brown hair, wearing a light purple tank top, patterned shorts, and orange shoes, stands on a concrete path with her arms raised. She is holding a large, white sign with the words "Your Community" in a bold, orange, rounded font. To the right of the text on the sign is the Tuath Housing logo, which includes a small orange house icon and the words "Tuath Housing". The background features a green lawn, a young tree supported by a wooden stake, and a row of modern houses under a bright blue sky with scattered white clouds.

Your Community 

TUATH OFFICE MAP





Head Office Leeson Street
33 Leeson Street Lower,
Dublin 2, Co. Dublin, D02 KD68
T 01 676 1602
F 01 676 1603
E info@tuathhousing.ie

Dublin Office James's Place
37-42 James's Place East,
Dublin 2, D02XE08
T 01 676 1602
F 01 676 1603
E info@tuathhousing.ie

Cork Office
1 Empress Place, Summerhill
North, Co. Cork, T23 N73P
T 021 427 3508
F 021 427 3509
E cork@tuathhousing.ie

Galway Office
4th Floor, Heritage Hall, Kirwans
Lane, Co. Galway, H91 DYK6
T 091 393 280
E galway@tuathhousing.ie

Dundalk Office
17 Church Street, Dundalk,
Co. Louth, A91 H5N8
T 042 942 3400
E louth@tuathhousing.ie

Tuath Housing Association is a company limited
by guarantee and registered in Dublin, Ireland.

Registration No.: 326944
Charity Number: CHY 14356 CRA
CRA Number: 20046613
Registered Office: 33 Leeson Street Lower, Dublin 2
Auditors: Deloitte Ireland LLP, 29 Earlsfort Terrace, Dublin 2
Bankers: Ulster Bank, Kennedy Road, Navan, Co. Meath
Allied Irish Banks, 52 Baggot Street, Dublin 4
Housing Finance Agency, 46 St Stephen's Green, Dublin