



Corporate Plan 2015-2020

20/20 Vision

Looking to Brighter Futures





Our Mission

Changing housing for the better.

Our Business

Building, purchasing, acquiring and managing social and affordable homes, on a not for profit basis.

Our Customers

We work with local communities and Council's to help create and manage places where people wish to live. We adopt a customer first approach to tenants.

Our Vision

Our vision is centred on people and communities rather than bricks and mortar. We are focused on exemplary estate management to establish safe, peaceful, sustainable and popular places to live.

CHAIRMAN'S FOREWORD

At the heart of all Túath's activities is a strong commitment to our core values, corporate and social responsibility with exemplary governance.



I am delighted to present the association's new Corporate Plan to 2020. In constructing our plan we have looked back but mainly forward. While developing this plan we have sought to look to the future rather than dwelling on the problems encountered and the reasons for the economic collapse.

Túath, in partnership with Local Authorities will aim to deliver substantial new social housing in 2015 and the years ahead. We will ensure the delivery of much needed new social homes on a sustainable basis, through innovation and collaboration. We intend to not only ramp up the output of new homes but to continue to focus on the tenant as a consumer.

The new Corporate Plan reflects our vision and values for housing with five key components to it; working in partnership, offering choice, working for people and places, not profit, playing our part and social responsibility.

In one sentence our plan is to provide long-term, safe, high quality and affordable housing to people and families in mixed tenure settings while contributing to the development of sustainable communities.

In seeking to deliver our plan we recognise that Túath is primarily a service organisation, housing people in need and managing homes whilst responding to, engaging with and involving people to make social housing work. Whilst increasing the output of new homes will be permanent, we are about more than just bricks and mortar. We are also about places and people. Our core business will therefore continue to be about managing homes in a sustainable way, which leads people to peacefully enjoy, live, and settle within communities.

James Pike
Chairman

ABOUT TÚATH

In Old Irish, Túath primarily means people, tribe or clan. In other Old Irish contexts, Túath refers to place or territory. In Modern Irish, Tuath's meaning is countryside.

Tuath's use in language was for a place as well as for the people who lived in the locality and for people who shared a common identity and allegiance. In modern terms its meaning is a community. All these meanings are central to our core values.

Túath is a not-for-profit company, limited by guarantee, and an approved voluntary housing association. Túath is run by a Board of management drawn from volunteers who donate their services and time for free. The association was first established in the Republic in 2000 and is approved for voluntary housing, under Section 6 of the Housing (Misc Provisions) Act 1992, for the purposes of the Housing Act 1966-2009. The association is registered with the DOEHLG, has charitable status and is a member of the Irish Council for Social Housing.

Our aim is to provide long-term, safe, quality housing at best value whilst locally building mixed, sustainable communities. Túath is primarily a service organisation, housing people in need and managing homes whilst responding to, engaging with and involving people to make social housing work. Our core business is managing homes in a sustainable way, which leads local people to peacefully enjoy, live and settle within communities.

Túath mainly provides general needs and family housing in rural and urban areas, but also supported housing for the elderly and people with special needs. The Association works across Ireland and is active in nearly every county in the Republic.





LOOKING AHEAD

Housing Associations have been asked to dramatically increase the provision of new social homes. The Department of Environment, Community and Local Government has called for a 'step change in delivery'. Larger Housing Associations, such as Túath, are being looked to, to ramp up the delivery of new social homes.

The scale of the task is daunting but it is a challenge Túath will endeavour to rise to. We will seek to deliver more social homes in the years ahead, through innovation and collaboration with the private and public sectors.

The new Housing Strategy has Councils rightly back at the centre of social house building with the Association Sector having an important role to play in helping Council's to deliver on a local basis.

There is an acknowledgment that we cannot build affordable, housing without subsidy. It is an acknowledgment that social housing investment is both desirable and necessary to help fellow citizens who cannot secure housing for themselves through purchase or private renting.

Social Housing investment is an investment for the future. It is an investment in key infrastructure for the country. With interest rates at historically low levels, there has never been a better time to build social homes. Building social homes on a large scale at this time will, despite borrowing to build, ultimately strengthen the State's balance sheet and enhance the economic potential of the country. As such, this Association believes that it is essential to protect and preserve the State's investment to ensure that social homes are available for future generations.

Túath welcomes the opportunity to play a part.

A Council home is public housing and so too is a Housing Association home. Working together, we can provide more public housing for people.

20/20 Vision

Our five point action plan to 2020 encompasses and reflects our core vision and values.

1. **Working in partnership** with stakeholders and communities to deliver new homes and to offer people an opportunity to find a good home they can afford.
2. **Offering choice** in new homes, services and areas whilst creating popular neighbourhoods of choice, where people want to live and settle down in.
3. **Working for people, families & places, not profit.** Conducting all our activities and not for profit business in a socially responsible manner.
4. **Playing our part** in innovative ways to help create new balanced, vibrant and popular places to live.
5. **Operating an effective and efficient organisation** in tune with our stakeholders and customer needs and expectations.

1. Partnership in practice

The Association's success to date has been down to effective public, voluntary and private sector collaboration. We are proud to work in partnership on new housing projects and on developing and delivering new and innovative housing models.

We will continue to grow the association 'organically' and sustainably via establishing and strengthening Local Authority relationships in the main but also via the private housebuilding sector.

We are appreciative of our work in collaboration with Councils and sister housing associations and have been at the forefront of partnership work for some years.

Túath believes that putting tenants first is what is truly important. We will work with tenants and all stakeholders to endeavour to enrich and support local communities. We will develop effective local partnerships for better housing.

2. Promoting choice

We believe in offering choice in as many tenures and services as possible. We will strive to create places where people choose to live...homes and places of choice. We will do our best to help create popular neighbourhoods in predominately mixed tenure settings.

We know that quality housing management is critical to sustaining safe and secure schemes and for long-term success. Good housing management is essential to effective place making, to creating neighbourhoods of choice. We currently adopt a low- tolerance approach to Anti-Social Behaviour and recognize the blight that this can bring on hard working communities.

As part of the choice agenda we intend to develop new affordable housing for models to include social renting, rent and ownership sharing, affordable owning and options.

We're committed to creating good neighbourhoods where families people want to live, places where residents respect each other and where they take pride in their area.

3. Working for people and places, not profit

Túath's motivation is not financially driven. Working for people and places rather than profit is our driver. Whilst we do not operate the company on a profit making basis, we seek best value in all areas. A key objective for the association is to exercise tight control over operating expenses and to ensure that value for money is obtained at all times. We will maximise the effective and efficient use of all financial, physical and human resources to achieve the strategic aims of the Association and to meet the requirements of the State and Local Authorities.

Future surpluses generated from innovative rental models will be recycled back into the core social housing business of Túath.

Túath's Board of Management is drawn from volunteers from professional backgrounds, who give their services for free. The Board exists to oversee our business and ensures we maintain high standards of integrity and corporate and social responsibility. Our working principles are based on public, voluntary and private sector partnerships. Our aim is to help Local Authorities to provide long-term, safe, quality housing at best value to the 'public purse' and to offer choice to tenants whilst helping to build mixed, sustainable communities.

Túath is and will remain a not for profit, charitable organisation.

4. Playing our part

Delivering social and affordable housing through non-profit housing associations like Túath can help reduce the burden on the exchequer. Private finance will be used to acquire and build new social housing to hard pressed families. It is our intent to provide housing in rural and urban areas, for families and singles as well as supported housing for the elderly and people with special needs although our main focus will remain to provide family housing.

Board and staff members will carry out their responsibilities with honesty and integrity according to high ethical standards in line with the values of the Association. we will deliver a minimum of 1,400 new social homes by 2020, via innovation and collaboration with the private, voluntary and public sectors. As part of this commitment we intend to review, explore and implement the most effective governance structure that will deliver, control and ensure customer engagement and accountability.

We are developing a model based on partnership and a federal structure to facilitate interdependent elements or organisations to collaborate and grow through combined strength for the benefit of customers and stakeholders.

5. Customer focused services

The provision of effective and efficient services, valued by customers and the best use of financial, physical and human resources to deliver quality services are key components of our Corporate Plan. We will deliver quality services to our customers by:

- Focusing on every customer as an individual.
- Effective and efficient Estate Management.
- Understanding and responding to customer needs and expectations.
- Deal with anti-social behaviour, quickly and effectively.
- Collecting rent in a firm but fair way and by taking swift action against anyone who can but will not pay.
- Delivering an effective repairs and maintenance service.
- Delivering locally based 'tenant' advice and assistance surgeries.
- Maximising Information Technology and Digital Communication.
- Encourage and facilitate the establishment of Residents Associations'.
- Creating sustainable housing schemes.
- Ensuring the provision of a strong asset base of well maintained properties.

We view tenants as customers. We will engage with tenants to seek their views on how we are doing and commit to improving in areas which are less well received by our customers.

At Túath we realise that the people who best understand about social housing are the people living in it, so we will ask customers what is important to them and do our best to meet expectations.



2020 Objectives

- 1 The efficient and cost-effective acquisition and management of at least 3,500 social homes by December 2020.
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- 2 The delivery of high quality services, valued by customers.
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- 3 Offering Choice in housing tenures and services.
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- 4 Ensuring financial strength through strong performance and recycling surplus to produce more social and affordable housing work to produce more social and affordable housing.
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- 5 To be a pioneering organisation with a strong reputation.
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- 6 To be an employer of choice only.
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- 7 Supporting and enriching local neighbourhoods by creating popular places to live.
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- 8 To help deliver sustainable homes and communities.
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- 9 Ensuring exemplary standards of governance, and corporate and social responsibility in everything we do.

CHIEF EXECUTIVES CLOSING STATEMENT

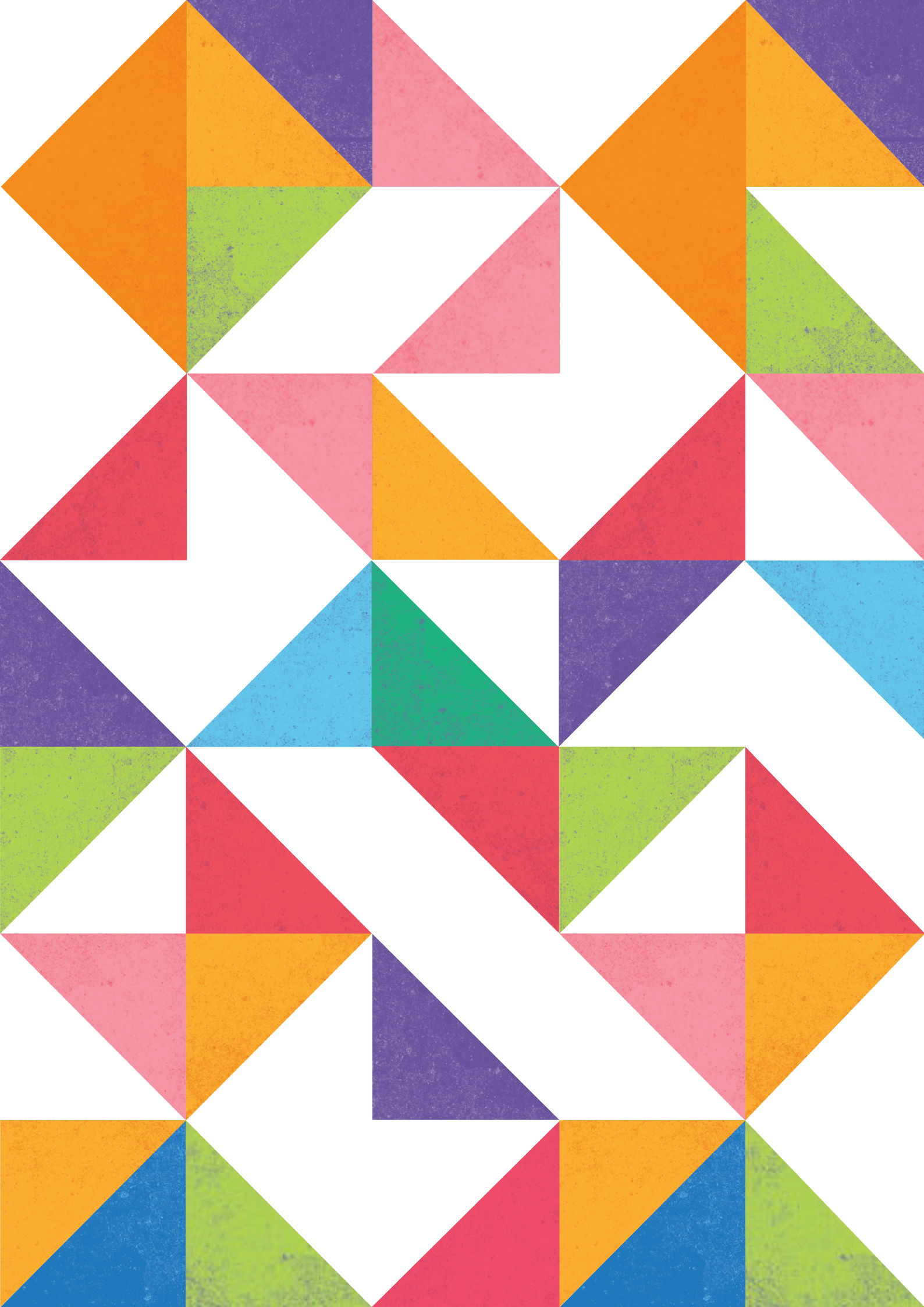
The main aim of our Corporate Plan is how we will balance and maintain growth in a sustainable way to 2020.

Assisting people in housing need will remain at the heart of our company vision and values. In our view, a Housing Association home is no different to a Council home. It is all public housing for people and families in need. Túath is and will remain a not for profit provider of social housing.

Our success is not only due to the efforts and work of the Board and staff but it is also due to tenants and the Local Authorities and State agencies we work collaboratively with. It is our plan to build on our success by increasing the number of homes we manage, in a sustainable way to over 3,500 homes in the next five years.

The Corporate Plan is designed to help us achieve sustainable growth by highlighting strategic issues and challenges for Túath Housing to 2020. The new plan will serve as a framework for the Board and staff, to guide us. The plan will help us to formulate appropriate responses and key action plans in today's fast changing environment.

Sean O'Connor
Chief Executive



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