

Strategic
Plan
2023-2027



Strategic Plan 2023–2027



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Chair's Foreword & Introduction

Welcome to our 2023 – 2027 Strategic Plan.

Tuath is one of Ireland's leading Approved Housing Bodies. Letting our first homes in late 2006, we have rapidly grown to provide and manage over 11,000 homes in every county in 2023.

The purpose of this Plan is to consider the current operating environment and to outline our core strategic objectives – targets we aim to achieve while remaining true to our mission, vision and values in an ever challenging social and economic environment.

Our previous Strategic Plan was structured around seven core objectives for Tuath. Since its publication, the Board and Tuath recognise the growing importance of Environmental, Social & Governance goals, and associated reporting. With that in mind, the Strategic Plan has been updated to include an eighth strategic objective, incorporating Tuath's ongoing commitment to sustainability.

The sector welcomed the introduction and subsequent implementation of the Approved Housing Bodies Regulatory Authority Standards for AHBs

in 2022. We look forward to working with AHBRA and ensuring we continue to strive toward the highest levels of regulatory compliance, while embedding a culture of transparency and accountability throughout Tuath.

Rising costs and inflation has shaped how we propose to deliver services in the future. Residents are suffering the financial consequences of inflation and we recognise that many will require services and support.

The country is still in the grip of an ongoing housing and affordability crisis. This is reflected in the numbers of households on waiting lists in need of social housing, many of whom will wait many years before being adequately housed. The shortage of housing supply across all tenures together with the struggles those in the private rental sector are experiencing due to escalating rents, continue to result in a dysfunctional property market.

How we live and how we build in the future are central to Ireland's commitment to reducing carbon emissions and delivering on targets outlined in the Government's Climate Action Plan.

Despite these challenges, Tuath's core social purpose remains; to help people secure and maintain a home that is both safe and warm, and one that they can afford. Now is the time to ensure that everyone has a fair opportunity to live in a decent, secure and affordable home.



“We appreciate and understand the huge importance of effective risk assessment, mitigation and management strategies in relation to the delivery and management of social and affordable housing.”

We also have a role to play in the delivery of new affordable housing tenures, for those who are unable to access housing through the open market or the social route. Tuath is ready to work with other housing stakeholders to deliver and manage affordable housing. These projects will provide an integrated mix of social housing and cost rental homes, alongside private housing.

We are financially robust. We plan to remain resilient whilst responding to the housing crisis as best we can, through growth, by maximising low, fixed borrowing costs, at the same time as ensuring we have the capacity to grow and effectively manage associated risks.

We strongly believe that investment in social and affordable housing is an investment in infrastructure, an investment for future generations and an important driver of economic activity today. It is not just about numbers though, the added social value brought by social and affordable housing is immense. Social housing providers deliver value for money on a whole life basis in terms of generating not just benefits for residents, but to communities, wider society and the country as a whole and the economy.

From our analysis of the future operating environment, we appreciate that there will be tests and hurdles ahead. We also appreciate and understand the huge importance of effective risk assessment, mitigation and

management strategies in relation to the delivery and management of social and affordable housing.

We want to put the needs and aspirations of residents at the heart of everything we do. Delivering first class services so that households are able to live in warm comfortable energy efficient homes. To continue also to offer this for new residents, as Tuath grows, while remaining a financially robust and sustainable organisation.

It is important that we continue to work towards identifying unique and creative methods for delivering homes, such as recent successful projects that we have completed, Parkwest Plaza, the first large scale repurposing project of office accommodation, and Ellis Court, a refurbishment of a Victorian era building in Dublin.

Finally, I wish to thank my fellow Board Directors for their input and support, and all the staff within Tuath, for their continued hard work, commitment, and dedication. I believe that this new Plan demonstrates clearly Tuath’s objectives and the core principles that continue to be embedded across the organisation.

Paddy Gray
Chair

Strategic Framework

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.



Eight Strategic Objectives

To ensure we stay focused on strengthening the business and making the social impact we seek, we have adopted eight strategic objectives for the duration of this Strategic Plan. From these objectives, all our activities will flow. We will measure our success by setting targets against the objectives, ensuring that we deliver them effectively and efficiently.

Our eight objectives aim to deliver:

**1****First Class
Services****2****Health, Safety &
Welfare****3****Effective Asset
Management****4****Exemplary
Governance
& Regulatory
Compliance****5****Organisational
Efficiency &
Effectiveness****6****New Homes &
Tenures****7****Financial
Resilience &
Sustainability****8****A Sustainable
Future**



1. First Class Services

Residents are at the core of everything we do, and their experiences can significantly shape our growth and progress.

Tuath delivers effective and long-lasting services to residents, by listening to their feedback and gaining an understanding of what residents' feel is important to them. By doing this, it allows us to design and develop our services accordingly. In our Tenant Engagement Strategy, we are committed to ensuring that our residents' voices are heard. We are continually reviewing our services to ensure they are accessible, and flexible to all, using digital platforms, where possible, as a tool to meet residents' expectations, needs and abilities.

Tuath is committed to delivering resident centric services by using feedback to help form future decisions that are made across the

organisation. We want residents to have a say in the way Tuath delivers its services and to feel both involved and informed in this decision making. We recognise that residents know better than anyone whether the properties and services we provide meet their needs. As a landlord, we want to give everyone the opportunity to help shape the experience they receive as a Tuath resident.

We affirm our dedication to providing a first-class service that goes beyond meeting the obligations set by regulation. While compliance with regulatory requirements is paramount, we recognise that true excellence in housing management necessitates a proactive approach that surpasses



“Tuath is committed to listening to all tenants and using feedback to help form future decisions that are made across the organisation.”

the minimum requirements outlined in the performance standards. Our commitment to residents includes delivering services of high quality, that not only fulfils legal obligations but also anticipates and exceeds the expectations of our stakeholders and the communities we serve. By adhering to these standards and continuously striving to strengthen our services offered, we aim to set a benchmark within the sector, showcasing our dedication to enhancing the lives of our residents.

Continuing to evolve our service operating model, we seek to improve productivity and quality of our services by creating specialised, expert teams who support our front facing housing and property services function. Following consultations with residents and key stakeholders, a dedicated response repairs team has been established. The team offer residents a one stop service on all matters relating to repairs and maintenance. The safety of residents is Tuath’s highest priority, and we will continue to maintain properties to the highest standards to ensure comfort and peace of mind.

Through the life of this Plan, Tuath will expand provision for an ageing resident population and seek opportunities to support vulnerable groups. Demand for homes for older people is growing due to demographic changes with people living longer, and we will invest in this area to ensure we meet the needs of a growing customer base.



Tuath is committed to listening to residents and using feedback to help inform future decisions that are made across the organisation. We want residents to have a say in the way Tuath delivers its services and to feel both involved and informed in this decision making. We recognise that residents know better than anyone whether the properties and services we provide meet their needs. As a landlord, we want to give everyone the opportunity to help shape the experience they receive as a Tuath resident.

We continue to embrace digitalisation as a key driver of operational efficiency recognising the transformative power of technology in streamlining our processes. By leveraging digital platforms, we will achieve a higher level of agility and effectiveness in our operations, allowing us to respond swiftly to the evolving needs of our residents, while also giving residents control of their own information.

We will carry out a complete evaluation of our existing housing management software and systems. We want to transform how we manage information across the business. Our business analysts will explore new areas where we can digitalise current practices and integrate future elements into the main system.



Key Outcomes

1. To provide first class services to residents, ensuring compliance with all legal, regulatory, funding, and statutory obligations.
2. Utilise protocols and inclusive policies to enhance services provided to residents, covering areas such as allocations, rents, complaints, and anti-social behaviour.
3. Ensuring transparent and effective communication with residents in all areas of their tenancy.
4. Providing adaptable and innovative services that meet the evolving needs of residents.
5. Actively promote and facilitate resident involvement in shaping the delivery of services.
6. Understanding of tenant satisfaction by monitoring and reporting on service delivery performance.

We have opened new channels of access to our services and will continue to develop and expand on these to support residents further in managing and sustaining their tenancies. We want these solutions to be led by the voice of our residents.

"We will carry out a complete evaluation of our existing housing management software and systems. "





2. Health, Safety & Welfare

Tuath safeguards the health, safety and welfare of residents and employees by having appropriate controls in place to ensure compliance with our health and safety responsibilities.



We will maintain the highest possible standards of health, safety, and welfare within Tuath and within residents' homes. Our priorities are to ensure we provide a healthy and safe environment for residents and employees.

Tuath homes are safe and healthy places to live. We appoint competent and approved contractors, service engineers, and technically qualified staff to ensure compliance with relevant standards and associated legislation. We expect contractors to adhere to the same health and safety standards we expect of our own employees and monitor this on an ongoing basis.

To create a safe place at work, we ensure that employees are provided with the necessary resources, equipment, and training, to undertake their roles within the organisation.

We will continue to develop our Employee Health and Wellbeing programme which strives to improve the health and wellbeing of every employee. We aim to expand the initiatives currently in place to enhance workplace health and wellbeing which include but are not limited to Employee Welfare App, Employee Wellbeing Allowance, Enhanced Leave Policy, and Hybrid Working. It is of paramount importance to us that employees' health, safety and wellbeing continues to be addressed and reviewed on an ongoing basis.



Key Outcomes

1. To prioritise the safety of residents, employees and contractors.
2. Tuath will comply with all Health and Safety legislation and associated government guidelines and best practice.
3. We will engage and consult with stakeholders on all matters relating to Health and Safety.
4. Be flexible and agile in the way we work to ensure residents receive the best possible service while also creating a work life balance for employees



3. Effective Asset Management

We will maintain and upgrade homes to provide the highest standard of accommodation possible to tenants.

We are proud that we maintain our housing to a good standard and keep our estates and homes attractive and pleasant places to live. As we continue to grow, we must ensure that our service delivery remains fit for purpose. As our stock ages, the demands on the service increase and it is essential that we have policies and procedures in place that deliver an effective, customer focused, planned and responsive maintenance service.

Residents will be at the heart of our service. We will empower them to have greater involvement over the service they receive from us and will develop enhanced IT capability that will make it easier and more convenient for residents to request repairs, to have real time updates on how their repair request is progressing and to let us know when we fall short of the standards we set for ourselves.

We will explore all potential avenues for added value in the way we deliver our responsive maintenance services. We will seek to work collaboratively with our repairs contractor partners in order for them to work more effectively, and in doing so offer a more responsive service for residents and increased cost efficiencies for ourselves and

the contractor alike. A partnership approach is vital in order to maximise opportunities to achieve economies of scale, generate increased best value and enhanced service delivery.

Our Asset Management Strategy reflects the objectives of this Strategic Plan. It provides a detailed picture of the investment needs of our properties, the value of housing stock, and the actions needed to ensure all our assets are maintained in good order. For active asset management, information on how properties are performing is crucial and over the life of the Plan, we will prioritise the continued improvement of our asset management data systems, which are used to assess the investment needs and performance of our stock.

Resident feedback is important to us. We collect residents' views on repairs performance through regular surveys and have expanded this to include for items of cyclical and planned maintenance too. Scrutiny of this nature is to allow residents to be actively involved in reviewing how our housing services are being delivered, and even more importantly, how they can be improved. This is critical for

us to fully understand how we are delivering our service and how we can improve to become an even better landlord.

This strategic approach will drive improved efficiencies and the enhanced knowledge base will enable us to optimise the delivery of responsive and long-term cyclical and planned maintenance programmes.

The challenge to decarbonise our existing housing is a fundamental element of our asset management priorities and with the assistance of external funding by way of energy improvement grants, we will not only improve thermal performance, but will create warmer, healthier and more energy efficient homes. Retrofitting homes will not only reduce our carbon footprint over the long-term it will help to boost the economy in the short-term.

With many owned properties contained within multi-unit developments, we are acutely aware of the need to work collaboratively with Owner Management Companies (OMCs), Managing Agents and other third-party property owners. Large elements of our proposed planned programmes for these properties relies on the co-operation and consent of the OMC to permit us to undertake work to the structure and common areas of the building. Priority areas of fire safety, structural stability and thermal performance risk being compromised by the absence

of OMC approval and it is clear we need to work closely with all OMCs and managing agents to ensure the necessary consents are obtained, that adequate sinking fund provisions are maintained and where necessary determine the extent of financial shortfalls in order to identify any provision to be accounted for in our long-term financial plans.

“Retrofitting homes will help reduce our carbon footprint.”



Key Outcomes

1. Comply with all relevant legal, regulatory, and statutory obligations.
2. Protect assets by delivering effective asset management programmes.
3. Provide a cost-effective repairs and maintenance programme that meets the needs of residents.
4. Maximise opportunities to decarbonise homes and improve energy efficiency and thermal comfort for residents.
5. Earmark resources for additional cost implications for Tuath owned dwellings located in multi-unit developments managed by Owner Management Companies.





4. Exemplary Governance & Regulatory Compliance

We will strive to continually improve governance and compliance.

Tuath is led by an experienced and professional Board who are committed to driving the organisation to achieve its strategic goals. Key Board responsibilities are:

- Strategic leadership
- Financial monitoring
- Risk management
- Performance monitoring
- Ensuring good governance
- Defining and ensuring compliance with our legal and regulatory obligations

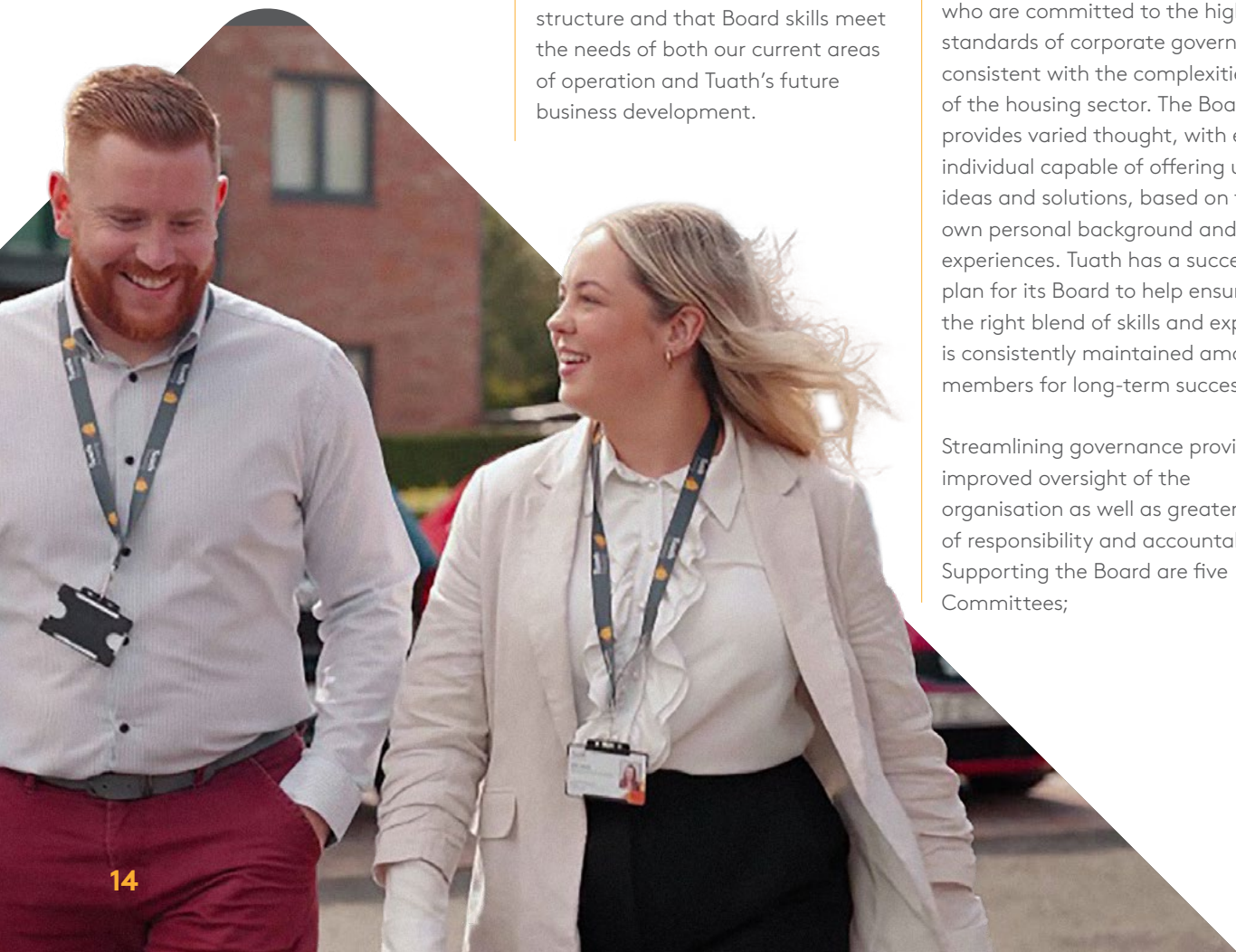
A significant amount of work has been undertaken to ensure we have an appropriate governance structure and that Board skills meet the needs of both our current areas of operation and Tuath's future business development.

The Board conducts a yearly skills audit and organises regular Board training, with particular reference to the achievement of objectives in this Strategic Plan.

The Board is committed to establishing and maintaining the skillset necessary to lead a growing social business in an operating environment that is becoming more complex and ensuring that Tuath adheres to the principles of good corporate governance in all activities.

Tuath's Board is comprised of individuals who have a variety of diverse skills and experiences and who are committed to the highest standards of corporate governance, consistent with the complexities of the housing sector. The Board provides varied thought, with each individual capable of offering unique ideas and solutions, based on their own personal background and experiences. Tuath has a succession plan for its Board to help ensure that the right blend of skills and experience is consistently maintained amongst members for long-term success.

Streamlining governance provides improved oversight of the organisation as well as greater clarity of responsibility and accountability. Supporting the Board are five Committees;





- Housing & Communities Committee
- Audit & Risk Committee
- Governance & People Committee
- Development Committee
- Finance Committee

There are also three operational Working Groups supporting the Board:

- Research Working Group
- ESG Working Group
- Mergers & Acquisitions Working Group

Tuath has designated Co-Opted Committee Members, recruited for their specialist expertise working alongside Board Directors. It presents the co-opted individual with an opportunity to learn more about Tuath and a successful term as a Co-Optee may result in the candidate seeking full Board membership. This works well in terms of Co-Optees potentially being a source of effective Board succession planning.

Tuath welcomed the Statutory Regulatory Framework in 2022. Regulation is important to ensure that the interests of residents are protected and that Tuath's assets are safeguarded. Over the past number of years, we strengthened governance, financial viability, and performance management. Since the implementation of statutory regulation, Tuath has been improving internal controls and additional reporting to offer further and real assurance to stakeholders. We are committed to a process of continual improvement of governance and oversight within Tuath. Through the term of this Strategic Plan, the aspiration will be to have a governance structure that both meets and maintains the highest regulatory standards in line with the requirements of ABHRA and other statutory regulators.

Key Outcomes

1. Maintaining an effective Board through evaluation of performance and training.
2. Succession Planning with a view to ensuring the right balance of Board continuity, evolution, and long-term sustainability.
3. Prioritise transparency, accuracy, accountability, and continuous improvement.
4. Continually monitor and manage risk.
5. Improve our use of data, from risk reporting to better informed decisions and policy-making.



5. Organisational Efficiency & Productivity

We will ensure that Tuath is effectively resourced and fit for purpose.

Tuath maintains a high-performance culture that actively recognises employees as our greatest single resource. We will continue to appoint dedicated people and invest in them through our extensive learning and development programmes, empowering employees to deliver to our highest standards.

Working together we will achieve more, creating an innovative, diverse, and proactive environment where employees can thrive. Listening carefully to their views and recognising their contribution in a meaningful way will result in better employee experiences and better outcomes for all.

Tuath is also “growing our own” through established and effective Graduate Training Programmes, Trainee positions and The GEM Programme which provides sustainable opportunities for both internal and external applicants to pursue a career in Tuath. We want to create more career opportunities for

residents via external apprenticeship positions, financial assistance with career development, and further education bursaries.

We will continue to develop a diverse and engaged workforce who are empowered to deliver a high-quality service and to develop their careers with Tuath. It is important to our Board that all employees are ambassadors for Tuath, that our values are actively embraced and delivered upon.

Our focus is to deliver an efficient, effective, and transparent service to residents, and we will continue to invest in employees to ensure





this continues. One of our key priorities is to be an employer of choice and a place where new and existing employees feel valued and empowered; employees come from diverse backgrounds and we value and actively encourage their diverse, authentic, and innovative opinions, and views.

Placing residents at the heart of everything we do, we will provide a flexible, accessible service through blending innovative work practices with technology via trained and experienced staff. We will ensure employees are experts in their field to ensure choice for residents. We will examine innovative ways of gathering diverse opinions as to how we effectively and efficiently manage our services and propose to investigate the adoption of a shadow youth board to link into our current Board, to capture young people's thoughts and ideas.



Key Outcomes

1. Be accessible to residents.
2. Enable employees to deliver effective services in an environment that supports and promotes equality, diversity and inclusion whilst strengthening our capability and agility.
3. Foster a culture of ownership, responsibility, and accountability in everything we do.
4. Grow talent via an enhancement of our graduate, trainee, and GEM programmes.
5. Investigate the introduction of a shadow youth board.



6. New Homes & Tenures

Our refreshed Strategic Plan comes on the back of a period of extraordinary growth for Tuath as we responded to the housing crisis by significantly increasing our development programme over the last five years.

Our goal is to continue to achieve long term, sustainable growth through maximising government and private borrowing to provide more quality homes whilst delivering value for money. We will ensure that we meet our business, financial and growth targets while maintaining financial viability. We will do this by working in collaboration with our Local Authority, Departmental, Funding and Development partners to deliver more.

Too many people are still unable to get a home that meets their needs, for what they can afford. Whilst Tuath will continue to provide social homes for tenants in need, we are fully committed to building homes for low- and middle- income households who, without our help, are stuck in high cost and often poor quality private rented housing. We plan to build on our existing portfolio of cost rental homes, with a development strategy that utilises existing social

and affordable funding initiatives to facilitate the creation of truly mixed tenure communities.

Throughout the duration of this Strategic Plan, we will adopt a multifaceted approach to providing homes with a focus on new build, high quality, energy efficient homes at scale in areas of demand. There is a program in place to significantly expand our own direct build construction program whilst continuing to work with development partners with whom we have a track record of delivery. The association will continue to use our access to competitive finance rates to forward fund construction projects, facilitating the delivery of projects which represent value for money and unlocking projects that are currently unviable as a result of development finance costs.

Innovation, sustainability, and creativity remain core principles of our development strategy.

We will promote modern methods of construction with a focus on increasing the number of modular homes and properties via off site manufacturing in the coming years to aid the speedy delivery of new homes at best value. Such projects completed to date are high quality, have been delivered promptly, produced cost savings and, most importantly, have been well received by tenants. Tuath are also fully committed to breathing new life into existing, vacant buildings in the form of regeneration, refurbishment and repurposing. These innovative delivery mechanisms are key to striking a balance between ensuring housing targets and needs are met without detrimentally impacting the environment for future generations.

Adding significantly more new homes over the life of this Strategic Plan will make a real and lasting impact to communities across Ireland adding social value to our work. We are determined to do more. As part of our Strategic Plan we also hope to assist in the consolidation of the sector by working with other Approved Housing Bodies to investigate possible mergers and acquisitions. We already work in collaboration with a number of housing organisations across a range of areas and we are keen to develop further links with new partners. We believe there are many advantages for existing organisations coming together. We aim to play our part.



“Adding up to 7,500 new homes over the life of this Strategic Plan will make a real and lasting impact to communities across Ireland adding social value to our work.”

Our objective will be to maintain Tuath as a market leader in social and affordable housing development by continuing to invest in growth. We will compete strongly for new business, but as an association we will not pursue loss leading activities to ensure financial strength and sustainability is maintained.



Key Outcomes

1. Focus on providing new build, high-quality, energy efficient homes.
2. Develop mixed tenure projects to include social housing, cost rental and private housing with partners to offer choice and affordability to consumers.
3. Increase cost rental activity in areas of demand.
4. Maximise modern methods of construction, off site construction techniques and innovative building technologies wherever possible to lower cost and cut time to accelerate housing delivery.
5. Explore possible mergers and acquisitions with other organisations with a view to playing our part in the consolidation of the AHB sector.



7. Financial Resilience & Sustainability

We will maintain financial strength and sustainability in order to deliver planned growth while covering current and future financial commitments.

A key priority for Tuath during the course of this Strategic Plan will be to maintain financial resilience, supporting ongoing investment in enhanced customer services and housing stock, while at the same time improving efficiencies.

Tuath has a monitoring framework of key internal indicators for monitoring financial resilience and credit strength, known as Tuath's 'Golden Rules'. The purpose of these financial 'Golden Rules' is to safeguard the activities we undertake so as not to place social housing assets, tenants or company viability at risk. Operating within the framework will allow Tuath to pursue its strategic objectives on a prudential footing, in particular isolating the risks of proposed affordable housing business from core social housing activity.

Tuath uses short, medium and long term rolling financial forecasts which are stress tested to ensure protection against adverse performance trends, shocks and market movements.

Continuous operating improvements and efficiencies will be enabled by economies of scale, technological and organisational efficiencies and streamlined ways of working. Financial provision will be made within annual budgets for costs relating to asset management and to the maintenance, upgrading and 'greening' of our housing stock.

Payment and availability funding (P&A) and rental income will continue to be key revenue streams for Tuath. This income will grow with the increase in number of new homes we provide and by maintaining high occupancy rates and very low levels of rent arrears. Tuath will continue to investigate and explore new funding models but not at the cost of negatively affecting our credit rating as a viable social business. Other potential benefits include the possibility for multi annual State programme development funding in the future instead of funding approvals being granted on a scheme by scheme basis.

Our financial strength is a key component of our ability to achieve our vision. We focus on generating yearly surpluses and increasing cash reserves, to service future commitments. The cash generated comes from running a social business that concentrates on achieving value for money. We see value for money as providing an efficient service that both satisfies tenants, secures best value and creates social value.

Surpluses generated sustain our business, providing a great service for today and secures our business for tomorrow by properly investing in our homes. We only borrow to build and buy more homes. We have strong and sustainable ambition to do more over the next five years.



Key Outcomes

1. Managing liquidity and maximising the efficiencies of resources, to ensure strong financial viability.
2. To maintain our financial Golden Rules at all times.
3. Embedding a strong financial governance framework with established policies, procedures and oversight to ensure Tuath's Board is continually updated.
4. Ensuring Tuath's short and long term goals are achieved through effective treasury management.
5. Having in place a robust financial risk framework that proactively identifies, assesses, and mitigates risks that align with Tuath's objectives and regulatory requirements.

"We see value for money as providing an efficient service that both satisfies tenants, secures best value and creates social value."





8. A Sustainable Future

Tuath is committed to embedding environmental, social and governance (ESG) considerations into every aspect of the business, and to implementing a business plan that emphasises social responsibility throughout our operations.

We are developing a road map towards a lower carbon and more sustainable future for the business and residents. We are formalising our reporting, prioritising our ambitions and developing meaningful metrics for measurement and accountability in the years ahead.

We will prepare the organisation for statutory reporting under the Corporate Sustainability Reporting Directive (CSRD), which will become mandatory for Tuath from 2026.

We strongly believe in the importance and value of working in partnership with our stakeholders

to deliver more homes to more people, creating communities across the country. As part of this commitment, we have identified the following four ESG principles as material to our commitment to our core values.

Tuath ESG Framework

	Environmental	Nature Protecting the Environment	• Energy • Resource Efficiency & Conservation • Responsible Sourcing • Climate Action
		People Treating People with Fairness, Equality and Respect	• Health & Safety • Employee L&D • Labour Practices • Equality, Diversity & Inclusion
	Social	Communities Supporting Sustainable Communities	• Community Engagement • Community Enhancement • Tenant Development & Learning
		Governance & Ethics	• Human Rights • Information Security & Data Privacy • Sustainable Business Practices • Risk Management • Affordable Housing Provision
	Governance		

An ESG Charter to support delivery under each of the four Principles and to set the Framework for future reporting is being prepared to include the following:

1. Protecting the Environment

We will strive to mitigate the environmental impact of our business activities. We are committed to introducing measures to reduce our Emissions; Energy consumption; Water; and Waste. We will also look to improve our understanding of our dependencies & impacts on biodiversity in the environments in which we operate and our value chain.

2. Treating People with Fairness, Equality and Respect

We are committed to providing a safe working environment with equal opportunities for all by fostering an equal, diverse and inclusive culture. We listen to the voices of individuals and recognise the value of our staff and residents to our overall success.

3. Supporting Sustainable Communities

We promise to work for people and places, not profit. We continue to invest in people and places to provide safe and affordable housing for all. We will continue to engage with the communities in which we operate in a way that is beneficial to all.

4. Governance and Ethics

As an ethical business we are committed to operating with integrity and transparency. We will maintain full compliance with all relevant environmental, health & safety and social regulations and legislation, as well as maintaining the requirements of any relevant certifications.



Key Outcomes

1. Publish an annual ESG Report
2. Prepare for reporting under the Corporate Sustainability Reporting Directive in accordance with the European Sustainability Reporting Standards.
3. Increase the energy efficiency of our housing stock & establish a decarbonisation target.
4. Develop a Social Value Framework to quantify the impact of our operations on the wellbeing of our residents
5. Continue to demonstrate exemplary governance and standards of regulatory compliance, operating with integrity and transparency in all aspects our business.

By tracking Tuath's ESG achievements, we can lead the way, making the affordable housing sector in Ireland more sustainable; and by having a positive environmental and social impact Tuath will also deliver better results to residents, employees,

and the wider community. We are also working to implement a clearly defined framework for delivering and monitoring social value and over the life of this Strategic Plan we will continue to examine opportunities to work with partners to maximise social value outcomes.

Holistic Risk Management

In the process of delivering our strategic objectives, risk management forms an integral part of the organisation's internal control and governance framework. Tuath has experienced constant change as a result of its significant growth. Statutory regulation is welcomed but brings with it distinctive challenges. We plan to rise to meet those challenges.

Our Risk Management Framework provides an effective mechanism through which risks related to the delivery of strategic, business and operational objectives can be assessed and addressed. Overall, our approach to risk is to provide assurance internally and to stakeholders, that we have effective processes in place to identify, assess, manage and mitigate risk to deliver our mission and key objectives.

Good governance is crucial for effective risk management. Tuath is governed through a combination of rules, policies, procedures, and training based on best practice which establish legislative compliance and embed strong social values. Risk management is integral to how Tuath conducts its operations; it enables the Board and the Senior Management Team (SMT)

to oversee, manage and monitor the risks involved in achieving Tuath's objectives.

The Board of Directors retain overall responsibility for risk management and determining Tuath's tolerance of risk and its risk appetite against various activities. The detailed scrutiny and evaluation of risk is delegated to the Audit & Risk Committee, whose role is to regularly review new and ongoing risks and make recommendations to the Board on necessary amendments to the Corporate Risk Register. Key Risk Indicators are reported to the Audit & Risk Committee and the Board, and these are based on business processes which have been identified as critical to the operation of Tuath.

In all our activities, we focus on compliance with current legislation, statutory requirements, codes of practice, the requirements of the Approved Housing Bodies Regulatory Authority, the Charities Regulatory Authority and any other agency that impacts on our work, and with all other relevant guidance and 'best practice'.

Tuath's risk strategy will continue to adapt to uncertain operating environments. Climate change is an ever-increasing risk. While Tuath can work with design and contractor partners to develop more new carbon friendly homes, the main element of risk remains with existing stock. Adaptation to climate impact will be an integral part of future capital investment and housing stock improvements.



"We have effective processes in place to identify, assess, manage and mitigate risk to deliver our mission and key objectives."



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