

Affordable Homes Sustainable Futures



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CHAIR & CEO'S STATEMENT

Delivering Sustainable Communities

On behalf of Tuath's Voluntary Board of Directors, staff, and residents, it is with great pleasure that we present our 2023 Annual Report – *Affordable Homes - Sustainable Futures*. As Chair and CEO, we are immensely proud of the huge strides we have taken towards fulfilling our mission to provide good quality, secure homes that people can afford.

Many households are still coping with the pressures created by the high cost of living. As property prices and rental rates continue to rise, it is increasingly difficult for many individuals and families to find suitable, affordable housing. It is vital that we continue our mission of providing high-quality homes across the country, fostering sustainable communities, and bringing choice to a market that continues to leave many behind.

Tuath has a dedicated team of over 215 staff, operating from five offices in Cork, Dublin, Dundalk, and Galway. In 2023, we significantly expanded our housing stock, adding 2,482 new homes to Tuath's management portfolio. This brings the total homes in management to some 12,600 by the end of 2023. Delivery included 115 cost rental homes, bringing the total number of cost rental homes to 371 homes, offering affordable long-term rental accommodation to over 600 people.

We commenced a management contract for 330 homes under the Rapid-Build Modular Home project in collaboration with the Department of Children, Equality, Disability, Integration and Youth (DCEDIY). This initiative will see the total delivery of 700 homes, providing safe and secure accommodation for Beneficiaries of Temporary Protection displaced due to the war in Ukraine.

This record delivery was matched by strong financial performance in 2023, with €406 million invested in building and acquiring new homes. The historical cost value of our stock on the balance sheet stands at €1.9 billion, reflecting our improved financial resilience. Much of our debt funding was secured through the Housing Finance Agency and the Department of Housing, with the utilisation of the first Credit Union debt facility for €25 million.

Tuath's average social rent remained hugely affordable at €68 per week, with over 99% of social rent collected, while our average affordable rent of €1,264 per month for cost rental properties represented a 32% discount on Open Market Rental Values.

Ensuring the provision of a broad range of housing types and tenures is essential to effectively address the diverse housing needs of communities, promote affordability and accessibility, foster social inclusion, and contribute to sustainable urban development. In 2023, houses accounted for 44% of Tuath's portfolio, while apartments

and duplexes constituted the remaining 56%. Notably, we delivered 1,572 apartments in 2023. We believe that effective planning of well-located, multi-unit developments can help change perceptions of apartment living, and contribute to the sustainability of affordable, urban-living communities in accommodation suited to household size and underlying population demographics.

Our Environmental, Social and Governance (ESG) Charter is a critical component of Tuath's new Strategic Objective entitled 'A Sustainable Future'. This was added to our Strategic Plan in 2023 to reinforce our commitment to be proactive in creating sustainable communities, empowering residents, protecting the environment, and upholding our values and ethics. The framework establishes how we meaningfully measure, monitor, and improve sustainability performance.

As one of Ireland's leading social and affordable housing providers, we are acutely aware of the profound impact that sustainable building practices can have on people, places, communities, and the environment. We are committed to seeking innovative ways of providing homes, all the while strengthening the partnerships necessary to elevate our commitment to sustainable and environmentally friendly housing solutions.

The conversion of obsolete offices to apartments at Springville House in Cork City is a prime example of adaptive reuse, emphasising sustainability and revitalisation. It is encouraging to see that our vision for a greener future is aligned with our many partners, such as Cork City Council, who we worked with in partnership on this project.

We are determined to make existing homes greener, warmer, and healthier. In 2023, we completed energy upgrade works on a further 185 homes under our Retrofit program. We are also delighted to be part of Circular Reno, a European Union funded project aiming to implement scalable biobased deep energy retrofit packages of facade and roof systems using various biobased materials. Tuath is providing a small number of properties as a demonstrator project in Ireland. Retrofitting existing homes is a real opportunity to improve material conditions for residents, which in turn will lower heating costs, tackle energy poverty, and contribute to a reduction in reliance on fossil fuels.



Prof. Paddy Gray
Chair

Sean O'Connor
CEO

"It is vital that we continue our mission of providing high-quality homes across the country, fostering sustainable communities, and bringing choice to a market that continues to leave many behind."

Our housing management services continue to evolve and we constantly work on areas of improvement where we can do better. Our focus is on refining key aspects of our interactions with residents. Over the next two years, further development of service improvement will focus on the formation of a national service improvement panel and an Age-Friendly panel to hear and act on residents' views.

We continue to work diligently under our framework as laid out in the Tuath Tenant Engagement Strategy 2022 – 2024. Significant initiatives last year included the *New Horizons Education Bursary*, which allowed residents to apply for funding to finance a variety of further-education courses, and the *Stand Out from the Crowd* initiative, supporting residents interested in exploring new job opportunities or transitioning to new career paths.

From a governance perspective, six new members were co-opted to Tuath's Board and/or Committees, further enhancing our ability to conduct effective and thorough assessments of Tuath's organisational activities and performance.

As we navigate the challenges and opportunities that lie ahead, we are resolute in our commitment to sustainable growth and innovation. As we work to deliver more homes in 2024, we will focus on addressing the critical factors of interest rate movements, increasing construction costs, and rising management and maintenance expenses. There will, no doubt, be many more challenges to face, but where challenges arise, they will be met with creativity, a passionate workforce, and a diligent Board of Voluntary Directors, all determined to find solutions.

We are making progress towards addressing the historic shortage of homes in Ireland, but this progress must be sustained.

We extend our sincere gratitude to stakeholders, partners, and the communities we serve for their ongoing support and collaboration. Together, we will continue to build a brighter future through the provision of affordable, high-quality housing for all.

Our Vision, Mission & Values

Tuath Housing Association is Ireland's largest Approved Housing Body with over 12,500 homes nationwide, providing first-class services to over 30,000 people. Tuath's core social purpose remains; to help people across Ireland secure and maintain a home that is safe, warm and affordable.

Our Vision

Investing in people and places by providing more homes and choice

Our Mission

To provide good quality, secure homes that people can afford

Our Values



Choice

By providing choice to partners and residents, we continue to invest in people and places. We strive to be a landlord and employer of choice by providing first class services to residents and employees.



Exemplary Governance

Tuath continually improves its strong governance and compliance structures and practices and is committed to the highest standards of governance, oversight and accountability.



Working for People and Places, Not Profit

Tuath promises to work for people and places, not profit, to continue to provide safe and affordable housing while engaging with the communities in which we operate.



Partnership

Tuath believes in the importance and value of working in partnership with its stakeholders to deliver more homes for more people. We know that, through collaboration with our partners, we can realise our full potential as a partner of choice, through our experience and the strength of our ongoing commitment.



Openness & Transparency

Tuath prioritises transparency, accuracy, accountability and integrity across all areas of its business, above all, in providing first-class services to tenants.



Customer Service

Tuath aims to provide enhanced, efficient, evolving and innovative first class services which are shaped and informed by residents, and which anticipate and exceed the needs of stakeholders.



Sustainability and Resilience

Tuath is committed to organisational and sectoral sustainability and resilience to ensure the future of our business and safeguard our communities, through long term, sustainable growth, ambition and business practice.



Innovation

Through the core principles of innovation and creativity, Tuath encourages diverse and open feedback from residents and employees, enabling us to provide evolving and adaptable services that accommodate stakeholder needs.



Social and Environmental Responsibility

Tuath is committed to embedding Environmental, Social and Governance (ESG) considerations in every aspect of our business through a culture of ownership, responsibility and accountability.

Building a Sustainable Future

During 2023, Tuath released its revised Strategic Plan, updated to include an eighth strategic objective that emphasises Tuath's ongoing commitment to sustainability.

Our previous Strategic Plan was structured around seven core objectives. Since its publication, Tuath established a responsible business framework incorporating Environmental, Social & Governance (ESG) considerations across all areas of the business. With this increased focus on ESG reporting, the Strategic Plan has been updated to include an eighth strategic objective, incorporating Tuath's ongoing commitment to sustainability.

The updated Strategic Plan formalises Tuath's commitment to embedding ESG considerations into every aspect of the business, and to implementing a business plan that emphasises social responsibility throughout our operations.

The purpose of the Strategic Plan is to consider the current operating environment and 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.

To maintain our focus on both business growth and social impact, we've outlined eight strategic objectives for the 2023 - 2027 Strategic Plan. The inclusion of an eighth objective, 'A Sustainable Future', will steer Tuath toward creating a roadmap for a greener, more sustainable future for both the business and its residents.

Our eight objectives aim to deliver:



Celebrating Affordable and Sustainable Housing Delivery

In 2023, Tuath was honoured to receive several prestigious awards, acknowledging our dedication to excellence in housing provision. Affordability and sustainability go hand in hand, and these awards underscore our commitment to delivering safe, secure, and affordable housing whilst incorporating sustainable practices into our developments.

Among the notable recognitions received were the Irish Council Social Housing (ICSH) Awards. Tuath and our partners were acknowledged for outstanding achievements in developments such as Woodside Cost Rental in Stepaside, the office-to-residential conversion of Parkwest Plaza in Dublin, and our participation in the National Public Private Partnership Social Housing Bundle 3 with Cork County Council as part of the TORC Housing Consortium.

Crann Darach in Montenotte, Cork City, received the 'Best Small Family Housing' award for its unique joint tenure model with the Council, offering 27 affordable homes and 27 social homes managed by Tuath Housing.

Furthermore, Tuath was acknowledged at the National Property Awards for 'Best Placemaking Initiative'. This award was given to Ellis Court, a transformative inner-city regeneration project delivered by Tuath in partnership with Dublin City Council. Ellis Court involved the restoration of a 19th-century building, preserving a valuable piece of Dublin's architectural heritage and providing 22 new homes in the heart of the city.

These awards serve as a testament to the dedication and expertise of the entire Tuath team, as well as our valued partners and collaborators. We are committed to delivering more award-winning projects and initiatives in 2024 as we continue to provide affordable and sustainable housing solutions across Ireland.



Social Impact 2023


83%

Tenant Satisfaction


1,895

 Stock Condition
Surveys Complete

12,614

 Tuath Homes
Nationwide

20,398

 Responsive Repairs
Complete

€9m

 Spend on Responsive
Maintenance (incl.
Responsive Repairs
and Voids)

€9.35m

 Spend on Planned
Maintenance (Incl.
Energy Upgrades)

33,821

 Tuath Residents
Nationwide

506

 Community and Tenant
Engagement Events

2,482

New Homes Delivered


€406m

Spend on New Homes


€68

 Average Social
Weekly Rent

215

 Total Number
of Employees

€1,264

 Average Cost Rental
Rent Per Month (32%
Discount on Open
Market Rental Value)

7,063

People Housed


€330k

Average Cost Per Home



Tuath 'Lets Go' Summer Camp in Cork, funded through the Housing Finance Agency's Social Investment Fund.

A Greener Future at Tuath

In 2023, Tuath established an Environmental, Social, and Governance (ESG) strategy to align with future reporting requirements. The following strategic initiatives were undertaken:

- Conducted a thorough review of existing ESG initiatives across all operational areas to identify strengths and areas for improvement.
- Completed a Materiality Survey with the Board and Senior Management Team (SMT) to prioritise focus areas and set targets.
- Established a framework identifying priorities and action areas that are material to our commitment to our core values.
- Defined detailed ESG targets for 2023 and a five-year plan.
- Published the ESG Charter in October 2023 and integrated 'A Sustainable Future' as the Eighth Pillar in the Strategic Plan.

The ESG Charter identified key priorities for the business and committed Tuath to the publication of our first annual ESG Report for 2023. The ESG Report will set out the various initiatives undertaken during the year - from supporting sustainable delivery through modern methods of construction, to measuring embodied carbon reductions in renovation projects; and increasing staff and tenant awareness of environmental best practices.



Hawkins Wood, Greystones, Co. Wicklow.



As we prepare for future reporting requirements under the Corporate Sustainability Reporting Directive (CSRD), we are also working to formalise our reporting, and developing meaningful metrics for measurement and accountability in the years ahead.

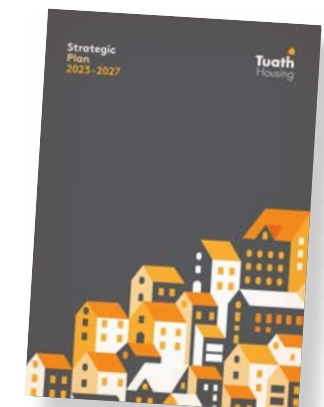
In 2023, we completed a Scope 1 and 2 carbon footprint which has confirmed a 7% reduction in carbon emissions on an intensity basis since 2022. We have also completed the first Scope 3 emission measurement for the organisation, which will enable Tuath to establish a baseline, evaluate hotspots across our value chain and prioritise reduction strategies for the years ahead.

As an organisation we know we can improve our environmental impact and that, in doing so, we will help deliver better outcomes to staff, residents and the communities in which we operate. In 2023 we established the Green Team, a staff-led initiative with a focus on supporting the business in the implementation of wider strategic level sustainability objectives. The Green Team has representation from each of our regional offices and all of our business areas. It has hosted a number of staff and tenant events throughout the year, with the aim of educating, motivating and raising awareness.

Tuath is a member of the Housing Alliance Climate Action Working Group, working with our colleagues in the Housing Alliance to provide environmental leadership in the social housing sector. In 2023, Tuath became a member of the Irish Green Building Council.

2023 – 2027 Business Plan Actions

- Completed framework establishment for the first ESG Report, with data collation in progress.
- Established a CSRD Working Group and engaged a consultant for the Double Materiality Assessment.
- Initiated workshops and collaboration with external experts to set decarbonisation targets.
- Commenced Scope 1 and 2 carbon footprint analysis and began gathering information for Scope 3 assessment.
- Undertook preliminary discussions for developing a Social Value Framework.
- Published the company-wide ESG Charter and integrated an additional Strategic Objective within the Business Plan.



Transforming Commercial to Residential: Innovation via Collaboration

Springville House's evolution from a derelict 1970s office block into a vibrant residential complex in Cork City Centre is a testament to the power of innovation, collaboration, and sustainable development. This ambitious redevelopment project not only addressed the pressing need for affordable housing, in a high demand area of the city but also exemplifies a commitment to environmental responsibility and community engagement.

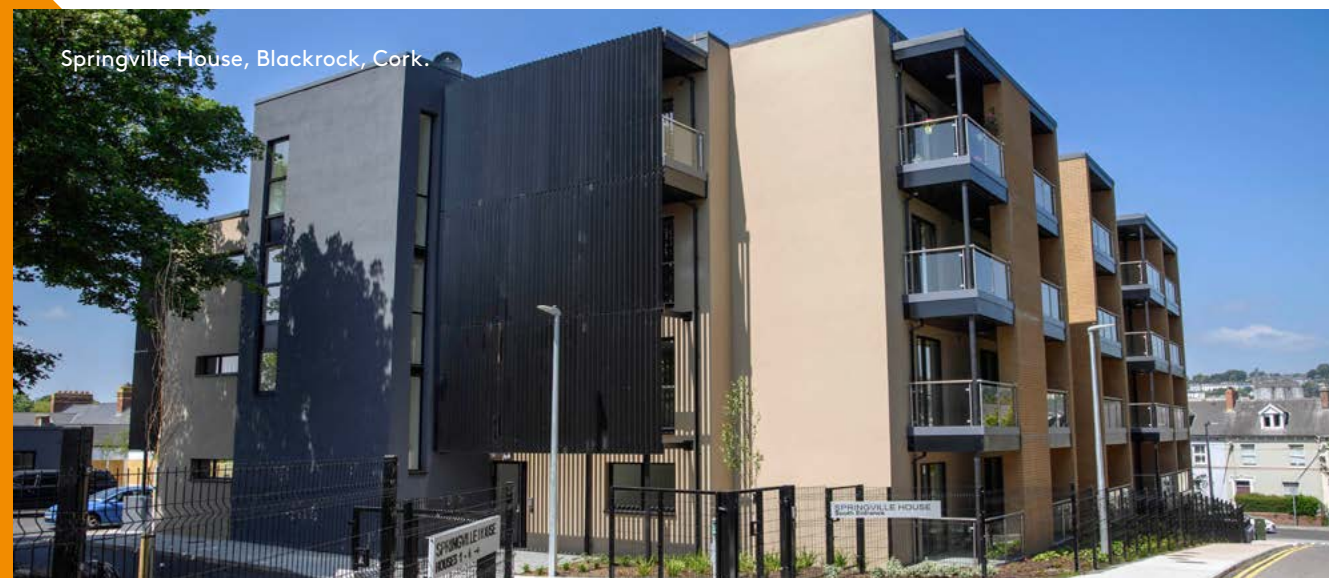
Central to the success of Springville House was the innovative approach taken by Cork City Council in utilising the EU Competitive Dialogue procurement process. This process facilitated open dialogue with potential bidders, architects, and local communities from the project's inception and stakeholders were able to provide valuable insights that shaped the development into a 'rightsize' scheme, tailored to the specific needs of its future residents. MMD Construction were the main contractor, PSCS and design lead for the works at Springville House.

The project's sustainability credentials were bolstered by the adoption of modern construction techniques and energy-efficient design principles. Through the use of light gauge steel systems and environmentally friendly materials, the building's structural integrity was enhanced, and its carbon footprint minimised. Additionally, the incorporation of air-to-water heat pumps and high-quality insulation resulted in a BER A rating, ensuring optimal energy efficiency, and reducing operational costs for residents.

With Springville House, sustainability extended beyond the physical infrastructure to encompass social and community development. By fostering a sense of community and providing spaces for interaction and engagement, the project aimed to combat social isolation and promote well-being among residents. The concept of 'rightsize' living offered tailored solutions to meet the diverse needs of its residents, further enhancing the project's social impact.

Tuath acknowledges the profound impact that sustainable building practices can have on people, places, communities, and the environment. We are committed to seeking innovative ways of providing homes, all the while strengthening the partnerships necessary to elevate our commitment to sustainable, resilient, and environmentally friendly housing solutions. Our vision for a greener future shapes our approach to sustainable housing initiatives.

Springville House is the perfect example of urban revitalisation, innovation, and sustainable development. By embracing collaboration, harnessing innovative procurement processes, and prioritising the well-being of its residents and the surrounding community, the project has set a new standard for future developments.



Springville House, Blackrock, Cork.

Resident Story “

A Transformative Journey

Helen | A Springville House Resident

In May 2023, Helen, a former schoolteacher, moved into her new home on the Blackrock Road. Speaking from her modern A-rated one-bed apartment, Helen describes her experience as being “transformative”.

“I’ve worked as a teacher for 40 years in Ireland, Dubai, and other countries, and most recently I worked in Berlin for 9 years as a state teacher, before moving back to Ireland in the 2008. I always ask myself why I never put down roots in another country, but as I look back now, I suppose there was always something calling me back home.

When I came back to Ireland, I did find it quite hard to settle. The economy had taken a nosedive and there was a real lack of availability or options when it came to looking for a place to live. It felt at the time that construction had come to a standstill in Cork, indeed, as it had across the country. Whenever I did find a place, it always felt precarious. It always felt like I could be on the search again the moment I was settled.

When the call came to attend a viewing at an open day for a new complex in Blackrock, I was beyond excited. I couldn’t miss out on an opportunity to move back to my own community, where I had grown up and lived for so many years. My immediate thought was just how impressive the building was, and what a fantastic idea. We have so many sprawling, unwieldy cities, I just thought it was great that we are building up, using space ready to go, and not just building out.

I’ve really settled into my new home. This space feels spacious, airy, extremely well-designed, there’s a wonderful flow between the rooms – a lot of it is open plan. It’s designed for people to live in, rather than people having to live in little boxes, and this, psychologically, is wonderful. I’m 73 now, and my health is better here than it was in my 40s, I feel like I can make plans now! I’m considering undertaking my PhD and I’m planning trips now at the weekend to West Cork, the beach and much more. Everywhere is nicer to go away to when you have a home to come back to. I couldn’t be more grateful for my home, but I’m also really proud to live in a place that’s the result of a lot of creative thinking and hard work!”

Sustainability is at the heart of Tuath’s development strategy, and Springville House stands as a testament to this ethos. By repurposing a derelict office space into a vibrant residential community, we can conserve our precious urban land and create new environments that promote eco-conscious living. For many people, like Helen, it is also the start of a new and exciting chapter in their lives.

“I consider it an honour to be involved in the development of Springville House and to work closely with its tenants and the surrounding community. As the housing co-ordinator I take great pride in fostering a sense of belonging among our tenants and creating spaces that promote well-being and social interaction. Every day, I am reminded of the impact our work has on people’s lives, and I am truly grateful for the opportunity to play a role in such a meaningful project.”

Sonya Sheehan | Tuath Housing

Delivering **Affordability**

Amidst the ongoing cost of living crisis, Tuath remains focused on its mission to address housing need, providing long-term, safe, and secure homes in communities across Ireland. In 2023, Tuath achieved a record-breaking year, adding 2,482 homes to its management portfolio. With 12,614 homes in management, Tuath now meets the housing needs of more than 33,000 individuals. This accomplishment highlights our commitment to scaling up operations and meeting the growing demand for affordable housing.

Our approach has been collaborative in nature, with housing provision coming as a direct result of working in partnership with local authorities, the Department of Housing, Local Government and Heritage (DHLGH), our funders and development partners in the private sector. This collaborative approach is integral to achieving our strategic objectives in line with Ireland's 'Housing for All' Policy.

Developments in 2023 included a range of social and cost rental homes, regeneration projects, and partnership ventures across 16 local authority areas. We have seen an increase in higher density projects and welcome the opportunity to deliver large scale, mixed tenure, sustainable developments providing social and cost rental homes in areas of demand throughout the country. In 2023, 56% of delivery comprised of apartments and

duplexes reflecting the changing dynamics of housing delivery. This ensures choice and housing options to meet the needs of different socioeconomic backgrounds.

Over 1000 homes last year were delivered via non-traditional, modern methods of construction (MMC). We will continue to promote MMC, with a focus on increasing the number of homes being provided via off site manufacturing in the coming years, to aid speedy delivery at best value, whilst minimising the impact on the environment. Such projects completed to date are high quality, have been delivered promptly, and produced cost savings.

At Stepside in Dublin, 46 homes, a mix of social and cost rental housing, were completed as part of the initial phase of the Kiltiernan Wood development. Early next year, Tuath

Kiltiernan Wood, Stepside, Dublin 18.



Burnell Place, Northern Cross, Dublin 17.



will deliver a further 48 cost rental homes as part of the wider project, which will comprise 203 in total and contain a mix of private-owned, private rental, social and cost rental housing.

Building upon the successes of 2022, a further 52 families moved into their new homes at Parklands in Citywest, another large-scale development that will contain 500 mixed-tenure type homes, including 42 cost rental previously delivered by Tuath last year. The delivery of these new homes heralded the first collaboration between Tuath Housing and the Credit Union Approved Housing Body Fund, demonstrating the Association's commitment to engaging with alternative lenders and exploring options for new funding avenues.

In the Fingal area, 431 social and cost rental new build homes were provided through various funding mechanisms, whilst a significant construction project commenced at Citywest in the fourth quarter of 2023 in partnership with Ardstone and South Dublin County Council. The project will comprise 290 homes on completion, of which, 137 apartments will be funded through CALF and HFA loans, while 153 apartments will be designated for cost rental, financed through CREL loans, equity, and HFA. Tuath has used its access to competitive rates of finance to fund this project, removing expensive development finance rates which has helped reduce costs, achieve value for money and reduce outturn rents that will be paid by tenants.

The provision of homes nationwide continues to be strong, working closely with 12 local authorities outside the Dublin area. Meath saw the delivery of 229 homes, a further 360 homes were provided in partnership with Cork City & County. Furthermore, Tuath remain committed to housing provision in rural areas, addressing the housing needs of communities across Ireland including 8 homes in Cavan,

21 in Monaghan, and 44 in Wexford whilst 85 homes were delivered across Roscommon, Mayo and Sligo. We believe it is essential that the needs of all communities are catered for and a regional service is delivered wherever the need is identified.

"Tuath now meet the housing needs of more than 33,000 individuals."

Tuath's cost rental delivery programme also expanded outside Dublin, with the provision of Louth and Westmeath's first-ever cost rental housing developments. In 2023, Tuath delivered 115 cost rental homes, and, by year-end, the Association had delivered a total of 371 cost rental homes.

Whilst most activity has resulted in the provision of new build, energy efficient homes, we remained fully committed throughout 2023 to the retrofitting, refurbishment, and repurposing of vacant or derelict buildings to high-quality homes. In Longford, Tuath undertook a deep retrofit and regeneration project at Colmcille Terrace in Longford. Tuath took ownership of 19 homes at this 31-home development, which was built in the 1940s. Through extensive renovation works and community engagement initiatives, 8 of the homes so far have been transformed from dilapidated housing into modern, energy-efficient homes, revitalising the local area and fostering a renewed sense of pride among residents. Moving forward into 2024 the focus for Tuath is to continue to work with new and existing stakeholders to provide more high-quality homes to meet the needs of as many people as possible. The Association has been shortlisted, as part of TORC Housing Consortium, for the Social Housing PPP Bundle 3. Formal dialogue is underway towards the final bid submission in June 2024. TORC was successful in the previous Bundle 2 bid, and Tuath currently provides tenancy management services for the 465 homes completed in 2022.

COST RENTAL

Ferrard Court, Drogheda

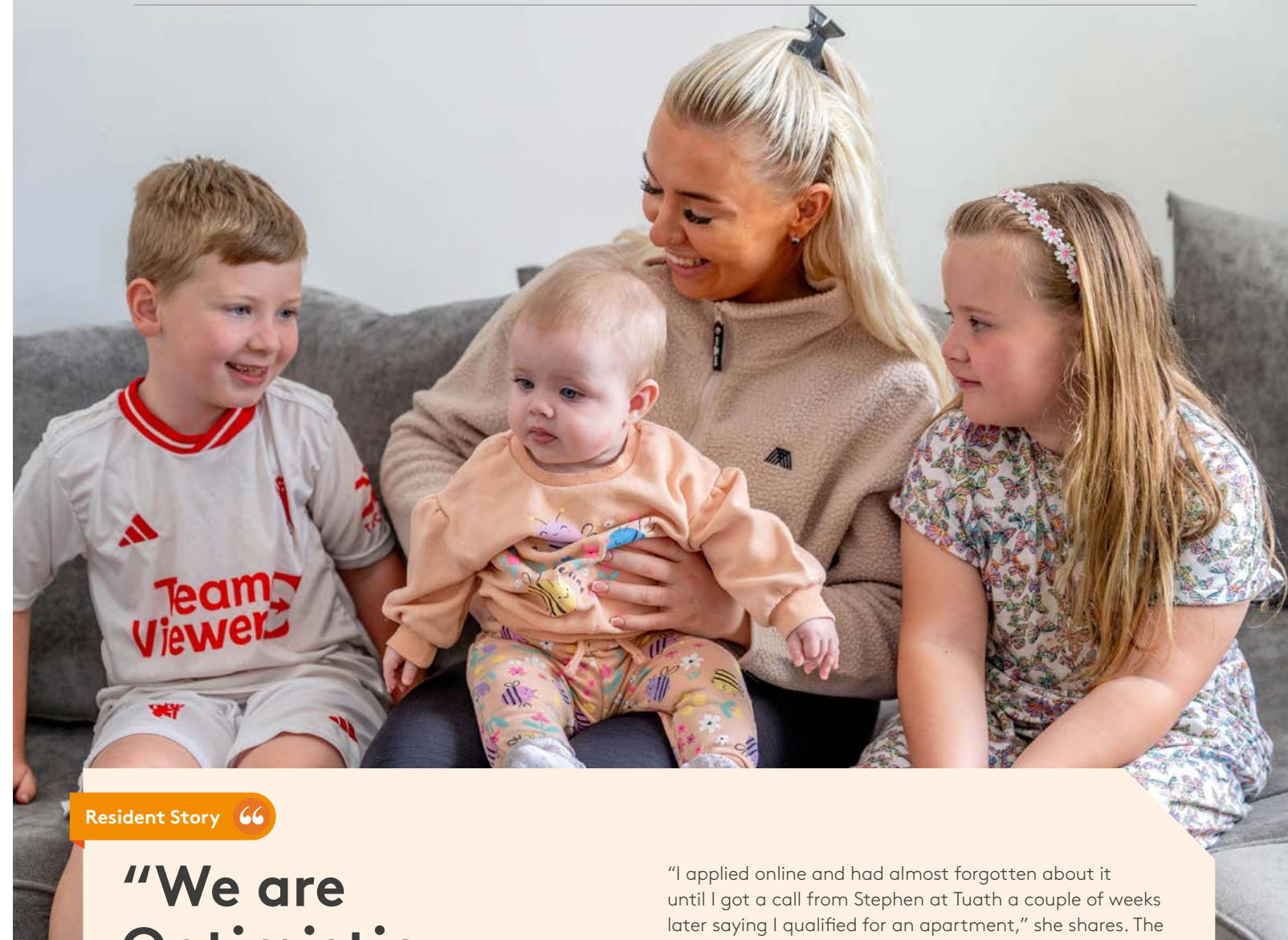
October 2023 saw the delivery of Louth's first ever cost rental homes when Tuath partnered with Louth County Council to deliver 34 new homes in Ferrard Court, Drogheda. The 34 A-rated homes comprise 26 two bed apartments and 8 three bed duplexes in a high quality three-storey design surrounded by beautiful community green areas.

The homes were funded through the Cost Rental Equity Loan (CREL) and private financing from the Housing Finance Agency (HFA). The development was officially opened on the 5th of October 2023 by Minister for Housing Darragh O'Brien.

The cost rental apartments at Ferrard Court offer rents nearly 30% below the local market rent prices for similar dwellings. Rents have been set at €1,050/€1,106 a month for a two-bedroom apartment and €1,150 for a three-bedroom duplex.

The homes in Ferrard Court, Drogheda are another important step in Tuath's continued commitment to its delivery of long-term affordable housing through the implementation of Cost Rental housing.

Ferrard Court, Drogheda, Co. Louth.



Resident Story “

“We are Optimistic about the Future”

Jane | Cost Rental Tenant, Ferrard Court

In Drogheda, Jane found herself struggling with the ever-increasing rental prices. “Rents kept going up, and I couldn’t keep up,” she recalls. A qualified beautician, Jane was keen to stay in her community and raise her three-children near friends and family.

Jane came across an article in the local newspaper about a nearby upcoming development that would offer new build, two and three-bedroom homes at affordable prices, “I did as much research as possible and got all the necessary documents and information together as soon as I could. I knew it would be a lottery, but it was worth a shot”.

“I applied online and had almost forgotten about it until I got a call from Stephen at Tuath a couple of weeks later saying I qualified for an apartment,” she shares. The process, she notes, was surprisingly smooth. “I was amazed at how quickly everything happened.”

On the 10th of November, amidst the excitement of welcoming her newborn daughter, Holly, Jane received the keys to her new home a few days later. “By the 13th we had all moved in, it felt like a dream,”. For the first time in years, Jane felt a sense of security. “The house is great quality, and there’s a real community feel here,” she adds.

Cost rental housing, Jane believes, is vital for families like hers. “It’s a relief knowing we can now focus on our future without worrying about where the next place we live might be” she says. She says that the model offers hope to many struggling families across Ireland. “I’m grateful for the opportunity, it’s really needed for those in the middle who mightn’t qualify for social housing, but are really struggling otherwise. It’s a step in the right direction,” Jane concludes.

COST RENTAL

Farranshock, Mullingar

2023 ended with the delivery of Westmeath's first phase of cost rental housing. These 21 A-rated homes in Farranshock Park, Mullingar were allocated to families just in time for Christmas 2023. The remaining 25 homes will be delivered in the first half of 2024. The development comprises of 28 x 3 bed houses and 18 x 2 bed houses.

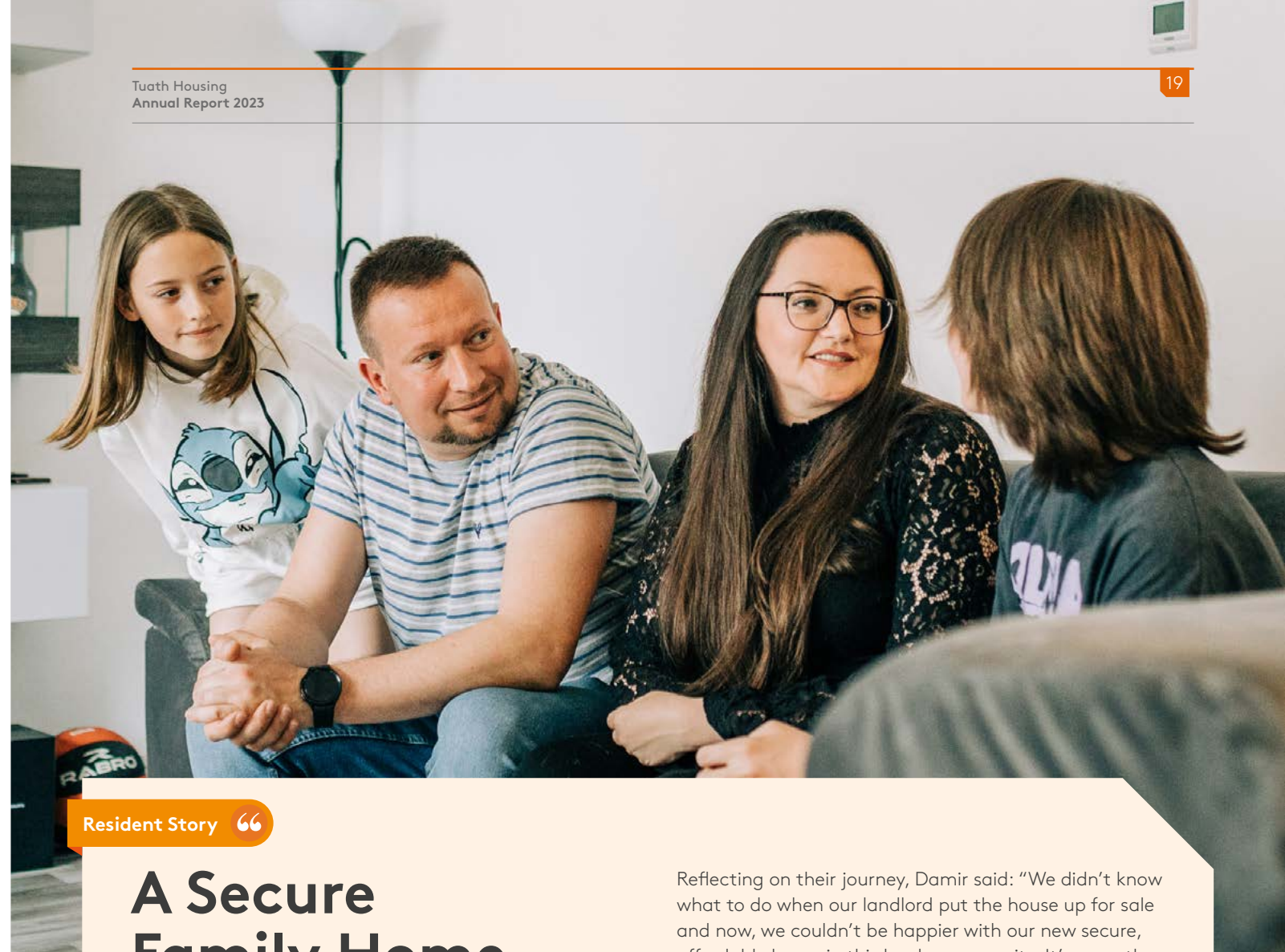
The homes were funded by the Cost Rental Equity Loan (CREL) and the Housing Finance Agency (HFA). The rents are set at €1,235 for 3-bedroom homes and €1,025 for 2-bedroom homes. This represents a 32% below market value on the cost of rent compared to the local area.

Under cost-rental, tenants benefit from rents based on the actual cost of building, managing, and maintaining the properties, rather than being determined by market rates. This in turn grants long term security of tenure.

With these cost rental homes, Tuath continues to deliver safe, secure, affordable homes across Ireland for those who need them.



Farranshock Park, Mullingar, Co. Westmeath.



Resident Story “

A Secure Family Home

Damir | Cost Rental Tenant,
Farranshock

In 2023, Damir and his family found themselves facing uncertainty when their landlord unexpectedly put their rented home up for sale. After seven years of living in the private rental sector, they were suddenly searching for a home to rent. Despite their best efforts, Damir, his wife, and their two children struggled to find suitable accommodation for their needs.

Through a friend they learned about cost rental housing and that Mullingar was soon to get its first cost rental homes and so they applied. Through the lottery system, Damir and his family were fortunate to be selected for one of the newly built cost rental homes in Mullingar. They received the keys to their new home just in time for Christmas and are so grateful for the security and stability it offers them.

Reflecting on their journey, Damir said: “We didn’t know what to do when our landlord put the house up for sale and now, we couldn’t be happier with our new secure, affordable home in this lovely community. It’s more than just a house; it’s a place where our family can build a brighter future together. My wife and I both work full time so knowing we have a safe secure home for our family is just amazing”.

Their experience highlights the importance of initiatives like cost rental housing, which provides much-needed security to families like Damir’s. Through collaborative efforts and innovative solutions, we can continue to provide safe, secure affordable housing, allowing people to plan, for the future with certainty.

“We couldn’t be happier with our new secure, affordable home in this lovely community.”

Working in Partnership

The war in Ukraine has caused ripple effects across the world. According to UNHCR figures, the war's devastating impact has led to widespread displacement; with over 5 million people internally displaced and 6.4 million refugees globally. Responding to the crisis, Ireland opened its doors to over 100,000 people displaced by the war in Ukraine, welcoming them into what is already a challenging accommodation environment.

In March 2022, a Rapid Build housing program was initiated with the goal of providing short-term accommodation for up to 2,800 individuals in 700 homes, across multiple sites on State-owned land. This collaborative initiative was spearheaded by the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) and the Office of Public Works (OPW), supported by Tuath, the International Organisation for Immigration (IOM), DePaul Ireland and various contractors. It stands as a testament to the power of partnerships in addressing urgent humanitarian needs. Tuath was awarded the management contract in June 2023.

By the end of 2023, 330 homes were successfully completed across seven sites nationally, providing a safe haven for 1,240 individuals with BOTP status. A further 390 homes are set to be delivered next year. This milestone not only addresses immediate housing needs but also highlights the power of collective action in the face of adversity.

The Rapid Build Homes Programme prioritises the delivery of high-quality, modular homes utilising state-

owned land and innovative construction methods. These developments, completed to excellent standards, incorporate permanent infrastructure and high-quality public spaces, enhancing the local environment and fostering supportive living environments.

The contractor overseeing construction collaborated with five modular home manufacturers nationwide to ensure efficient delivery and installation of homes designed for a 60-year lifespan.

Tuath plays an ongoing crucial role in managing the properties and residents, ensuring effective administration and upkeep of on-site services. Additionally, partnerships with IOM and DePaul Ireland facilitates fair allocation and trauma-informed care for beneficiaries experiencing psychological trauma.

The Rapid Build Program's success serves as a blueprint for future initiatives, demonstrating the efficacy of collaboration in addressing humanitarian crises. Despite some challenges, the lessons learned so far will inform future endeavours, laying the groundwork for sustainable and compassionate responses to global challenges.



Quality Housing Services for Sustainable Communities



Providing a quality housing management service is at the heart of Tuath's mission. In 2023 we undertook significant steps in providing safe and secure communities, upholding organisational service standards for Tuath residents, while achieving compliance within the regulation framework. Building on the foundations laid by the Tuath Tenant Engagement Strategy 2022–2025, our focus remains on improving how we involve tenants in the services we provide. This collaboration with residents encompasses a broad range of housing services from tenant engagement initiatives and community participation to how we carry out repairs, maintenance and inspections.

In early 2023, a Customer Care Working Group was established, made up of management, cross departmental staff, and feedback from residents. The core function of the group is to improve the customer service experience and embed a culture of providing a first-class service to our residents. Training was provided to all resident-facing staff to enable them to provide the best possible tenancy services. In July 2023 we surveyed residents on all areas of communication with Tuath Housing. Over 1500 residents took part in the survey. The feedback provided has been reviewed, with areas for improvement identified which will

form part of a work plan for further service improvement within Tuath Housing.

In March 2023, Tuath Housing held its first-ever online annual rent review information and feedback session. Attended by fifty residents, the webinar covered topics on how rent is calculated and showcased the new online Keyholder Platform for residents to complete their annual rent review. The new system enables residents to view their rent account online. By completing an online return, the new streamlined system eliminates the need for paper-based forms. The launch of Tuath's online annual rent review process demonstrates Tuath's commitment to innovation and customer service and will improve the rent review process for residents. We will continue to work with residents who need our support or may not be confident with the digital process.

Throughout the year, Tuath placed emphasis on empowering residents through in person and online workshops. Parenting, mental health, and wellness programmes were some of the courses offered free to residents.

The easy to access format of the workshops ensures a diverse range of residents could participate, regardless of their schedules or physical location. This inclusivity fosters a sense of community and collective empowerment. We also ran a number of community development workshops with younger Tuath residents to foster engagement and creativity.

After great success in 2021, Tuath launched the ‘Stand Out From The Crowd’ initiative for the second time in 2023. Over 200 residents took part in the 2023 programme. This initiative was rolled out through a series of online webinars facilitated by expert speakers and aimed to break down barriers to employment. It also supported attendees with job applications, including CV preparation, mock ZOOM interviews, dressing for interview, looking at childcare options, and much more.

A highlight of Tuath’s commitment to building vibrant and sustainable communities is the Tuath Housing Community Fund. Each year, €10,000 is invested through the Community Fund to support projects where Tuath residents live. Residents Groups can apply annually for financial support from this fund, providing them with the means to undertake projects that contribute to the well-being of their communities. In 2023, nine community projects were supported through the fund.

Tuath’s Tenant Engagement team worked in partnership with inter-agency groups on collaborations which provide a vital source of additional skilled expertise to Tuath. We currently work with six large interagency groups around the country, linking directly with Tuath staff, residents and communities. Our Tenant Engagement team also work closely with the Public Participation Networks (PPN’s) to support local community projects.

Important links have been formed with agencies such as ‘Supporting Communities’, an independent, tenant engagement body, working in the north and south of Ireland, who provide tenant engagement opportunities for sharing, networking, and training to staff. Similarly, in 2023, the Tenant Engagement team at Tuath have linked with ‘Community Action Network’ (CAN), a social-justice non-governmental organisation. Our Tenant Engagement team also carry out regular in-house training to staff to continuously update our commitments to tenant-centred services. In June 2023, some of our staff from the Tenant Engagement Team, and Tuath resident, James, attended the All-Ireland Supporting Communities Tenant Engagement conference. James shared his experience as a Tuath resident and his experience of working with Tuath’s Tenant Engagement Team.

Tenant Engagement staff were also delighted to share Tuath’s Tenant Engagement journey with staff at the Gem Program 2023. The program consists of up to sixty housing professionals from 25 housing associations.

Examples of other interagency collaboration include the establishment in early 2022 of a network of tenant engagement personnel working in Approved Housing Bodies throughout Ireland called the Irish Tenant Engagement Network (ITEN). In 2023, the Network successfully drew up a detailed plan of future activities which, to date, has resulted in a successful application being made to the Irish Council for Social Housing (ICSH) Collaboration fund 2023 for a Tenant Engagement research paper that will be undertaken in 2024.

We work on communicating and building relationships and networks with local services in different regions. This process, often referred to as “signposting”, involves guiding residents towards the most relevant community support organisations, based on their unique needs.

Since July 2022, Tuath’s tenant engagement and housing teams have secured over €80,000 in external funding. This was achieved with the support of agencies such as the Housing Finance Agency (HFA), the HSE, National Lottery, Local Authority Community Grants, Safe Food Programme, and many other external funders. External funding has enabled the Tenant Engagement Team to purchase eight lifesaving AED defibrillators, run health and wellbeing programmes, facilitate summer and sports camps, and many more community events.

During the year, we invited local services such as Money Advice & Budgeting Service, Bonkers.ie, Education and Training Boards, community Gardaí, local authorities, family resources, Healthy Ireland, other Approved Housing Bodies, and many more external agencies to attend our coffee mornings and fun days. Encouraging communication with our residents and local services instils empowerment and enhances quality of life, but also inspires a sense of agency and belonging within the community. Overall, partnerships and signposting to community support organisations hold immense potential for social impact.

Tuath Housing’s New Social Media Platform Launched 2023

In 2023, we launched our new Tuath Housing Instagram platform. We hope to use the platform as an additional source to communicate tenant engagement initiatives to residents. Residents can access up-to-date tenancy information, join in discussions and online events, enter competitions and other activities. We believe that this new platform will allow us to highlight our mission while also giving us a chance to increase engagement, share more tenant engagement stories, and connect with residents and the communities in which they live.

Supporting Education with the New Horizons Education Bursary

In 2023, Tuath launched its inaugural *New Horizons Education Bursary*, a key initiative in our commitment to supporting residents through our Tenant Engagement Strategy 2022-2025. The aim of the bursary is to assist residents in pursuing accredited or non-accredited courses, whether short-term or long-term, by providing funding ranging from €250 to €1000. A total of €20,000 was allocated towards the initiative. 122 applications were received, showcasing the enthusiastic engagement from Tuath residents.

A judging panel, comprising one member of Tuath’s Board of Management and two Housing Managers, was formed to assess applications. 22 Tuath residents were awarded funding, enabling them to advance on their personal and professional journeys.

Looking ahead to 2024, we will be opening the 2024 bursary in two phases (January to May and August to November) to accommodate the overwhelming demand we experienced this year. This biannual opening will ensure greater accessibility and opportunity for our residents to benefit from the Bursary.

Age Friendly Business Accreditation

Following on from the success of our participation in the Age Friendly Business Recognition programme in 2022, we co-designed a survey with residents which was carried out across 213 households, within eight-pilot schemes, between July and August 2023.

Residents were asked about their experiences in relation to social engagement, communication preferences, accessibility to outdoor areas, mobility, transportation and housing, technology and digital accessibility and health and community support services. In the survey, 92% of participants said that the communications they received from Tuath Housing were easy to read and comprehend. 90% of the participants felt exceptionally safe in their homes.

Following the recommendations in the report, we will work with residents and our teams in Housing, Repairs, Property Services, and other departments to ensure that older persons continue to feel safe and secure in their homes.

In addition, Housing staff received training in 2023 on how to be a “Hi Digital Buddy”, so we can help our older residents to get online if they need assistance. We will continue to work with partners in the community who can assist residents to access advice, training, and support that they may need.





Resident Story “

Chasing Dreams: Thomas' Educational Journey

Thomas | Tuath Resident, Dublin

With the backing of Tuath's New Horizons Education Bursary, Thomas has been pursuing his acting passion. Having successfully secured funding, he enrolled in an acting course at Bow Street Academy, Ireland's prestigious National Screen Acting School, situated in Dublin.

Before obtaining the bursary, Thomas shared his aspirations and the significance of the opportunity: "Acting has always been my dream. Although I've dabbled in television roles over the years, I never had the means to pursue formal training. When I stumbled upon the bursary in a newsletter, I knew it could be a game-changer for me. It's not just about learning; it's about taking a significant step toward my future."

Lisa O'Connor, a Tuath Tenant Engagement Officer involved in promoting the bursary, emphasised the initiative's impact: "We're delighted to support residents like Thomas in pursuing their passions. This bursary is all about empowering individuals to invest in their personal growth and development".

Reflecting on his transformative experience at Bow Street Academy, Thomas shared his journey: "The acting course at Bow Street has been life-changing. I've acquired invaluable skills, bolstered my confidence, and forged connections with inspiring industry professionals. This bursary made it all possible."

Lisa O'Connor highlighted the broader impact of the bursary program on Tuath residents: "Witnessing residents like Thomas flourish underscores the importance of initiatives like the *New Horizons Education Bursary*. It's more than just financial support; it's about fostering personal development and facilitating genuine opportunities."

Thomas's journey exemplifies the tangible impact of supporting residents' educational aspirations through initiatives like the New Horizons Education Bursary. His story shows the difference that accessible education funding can make in empowering individuals to chase their dreams.

"It's not just about learning; it's about taking a significant step toward my future."

Sustainability & Safety

In 2023, the upkeep of all Tuath homes remained a priority. Through strategic planning and efficient allocation of resources, we completed 1,895 stock condition surveys, representing 24% of eligible properties. These surveys, conducted by an external surveying practice, provide invaluable insights into our housing stock's condition, enabling us to prioritise cost-effective maintenance strategies.

We allocated €9,350,000 towards planned and cyclical maintenance activities and major works programmes, focusing on fire safety remedial works and energy-efficient initiatives aimed to enhance affordability for our residents by minimising long-term maintenance costs. Additionally, €9,006,000 was dedicated to responsive maintenance, ensuring timely repairs and upkeep of our properties. By prioritising responsive repairs and void spend, we strive to minimise disruption for residents while maximising the longevity and affordability of our housing stock.

Furthermore, our energy upgrade initiatives, which saw 185 homes upgraded in 2023, reflect our dedication to reducing carbon emissions and promoting energy efficiency. With a spend of €2,452,000 on energy works, we continue to invest in sustainable solutions that benefit both our residents and the environment.



Safety

Our commitment to safety and sustainability is integral to our housing management practices. In 2023, we conducted comprehensive Fire Risk Assessments (FRA) on 125 apartment blocks, identifying and addressing potential safety hazards. Through proactive measures, including lift inspections and servicing of boilers and heat pumps, we ensure the sustainable operation of our housing infrastructure while minimising environmental impact.

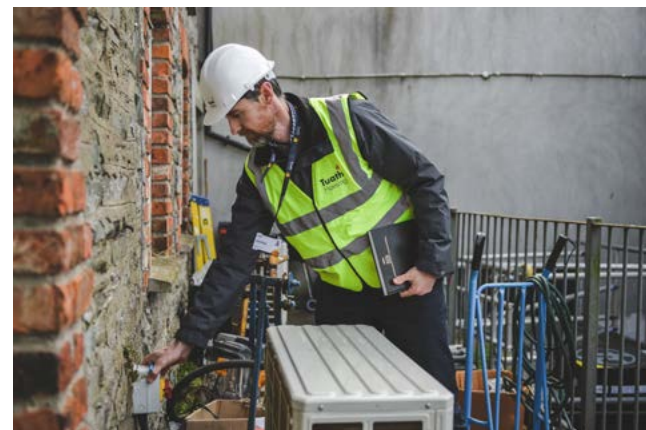
Ensuring the safety and well-being of our residents is non-negotiable. Our rigorous Fire Risk Protocols, combined with timely lift inspections and boiler servicing, underscore our commitment to maintaining safe living environments.

In addition to fire safety measures, we address other safety concerns, including damp, mould, and condensation. Through thorough inspections and mitigation measures, we reduce health risks and promote a safe and healthy living environment for our residents.

Home Inspections App Launched 2023

In 2023, following feedback sessions with residents about their experience of home inspections, a new app was developed to address some of the most common concerns raised by residents regarding in-person inspections. Two hundred and fifty-five residents attended the online events, with 95% of respondents saying that they would prefer to conduct a self-assessment home inspection via the new app, rather than have an in-person home inspection. The self-assessment app was launched in late November 2023, via the Keyholder platform, which is also used for the rent review process.

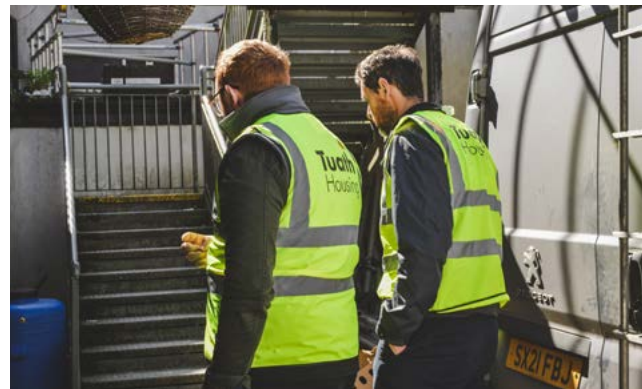
Energy Efficiency and Sustainability Improvements



In 2023, Tuath Housing embarked on a pioneering initiative aimed at exploring advanced heating solutions. The project involved the installation of infra-red radiant heating, powered by NexGen technology, in ten properties.

This cutting-edge approach, employing a heating system affixed to walls, or in our case ceilings, blends radiant and conductive heating to offer a compelling alternative to conventional systems. By harnessing radiant heat, akin to the sun's warmth, the technology efficiently warms not only the air but also directly heats the building's structure and occupants. This holds the promise of reducing heating demand while ensuring consistent thermal comfort, in line with Ireland's Net Zero objectives.

Interdepartmental Projects



In October 2023, members of our Property Services, Housing and Tenant Engagement teams, together with contractors from Homes by Bayview, met onsite in Galway for an energy upgrade consultation session with residents. The purpose of the information day was to answer any questions that residents have about improvements that are being made to create warmer and more energy efficient homes.

As part of these upgrades, homes will receive an energy-efficient air source heat pump, additional insulation, and in some cases, new windows, doors, and solar panels. The goal is to bring all homes to a minimum B2 Energy Rating upon completion, improving not only thermal performance, but creating warmer, healthier and more energy efficient homes.

These properties were selected for upgrades through a process of inspections and surveys, as part of our commitment to meaningful consultation and engagement with residents. By putting residents at the heart of our service, and creating meaningful inter-departmental collaboration, we ensure that we are not just undertaking works on properties, but actively improving the lives of those who live in them.

Next year, we will establish a Property Services working group based on feedback received from residents at interdepartmental site visits. This group will focus on service improvement consultations with residents in 2024, with a focus on Energy retrofit and Fire safety programmes.

Resident Story

Enhancing Comfort and Efficiency

Marcus | Tuath Resident, Galway

In our ongoing effort to improve energy efficiency and tenant satisfaction, Tuath actively reviews energy upgrades for existing homes as part of its Asset Management Strategy. These upgrades not only ensure more consistent heating and better insulation, but can also lead to cost savings for residents by reducing monthly household bills.

Marcus, a resident of Co. Galway, experienced persistent cold in his property, particularly noticeable upstairs, despite previous attempts to improve heating efficiency. Dissatisfied with the results, Marcus reached out to Tuath for assistance.

Responding promptly to Marcus's concerns, Tuath identified him as eligible for an energy upgrade and provided him with a new heat pump and new radiators system as well as other energy efficiency measures such as insulation upgrades and new heating controls. Despite initial worries about potential disruptions, Marcus found the entire process to be smooth and completed in less than two days, with no damage to his property.

"We contacted Tuath initially as my property was always extremely cold," recalls Marcus. "In winter, we would feel it the worst. We were uncomfortable in our home. We had hoped the storage heaters would give us some sort of relief, but they just didn't seem to work for our home. The upstairs, in particular, was very cold, and as the evening would set in, the property would get colder and colder."

Gavan Mooney, Property Services Coordinator, observed, "The transformation in the home is truly remarkable, and it's a testament to our ongoing commitment to ensuring that our homes are safe, secure, and affordable for our residents. This project is part of the bigger picture of our ongoing work to provide comfortable and energy-efficient living environments for all our tenants."

Marcus expressed his satisfaction with the energy upgrades provided by Tuath. "I'm thrilled with the energy upgrades," he says. "Despite trying different heating systems, nothing seemed to work effectively. The process of getting the new heat pump installed was incredibly smooth and hassle-free. In less than two days, my home was transformed, and now it's warm and cosy. The reduction in my energy bills is a welcome bonus. I couldn't be happier with the outcome!"

The new heating system has significantly improved the quality of life for Marcus's family. Their energy bills have decreased noticeably, and the house is consistently warm.

This initiative aligns with Tuath's strategic commitment to maintaining and upgrading homes to the highest standard possible, ensuring that residents enjoy comfortable and energy-efficient living environments.

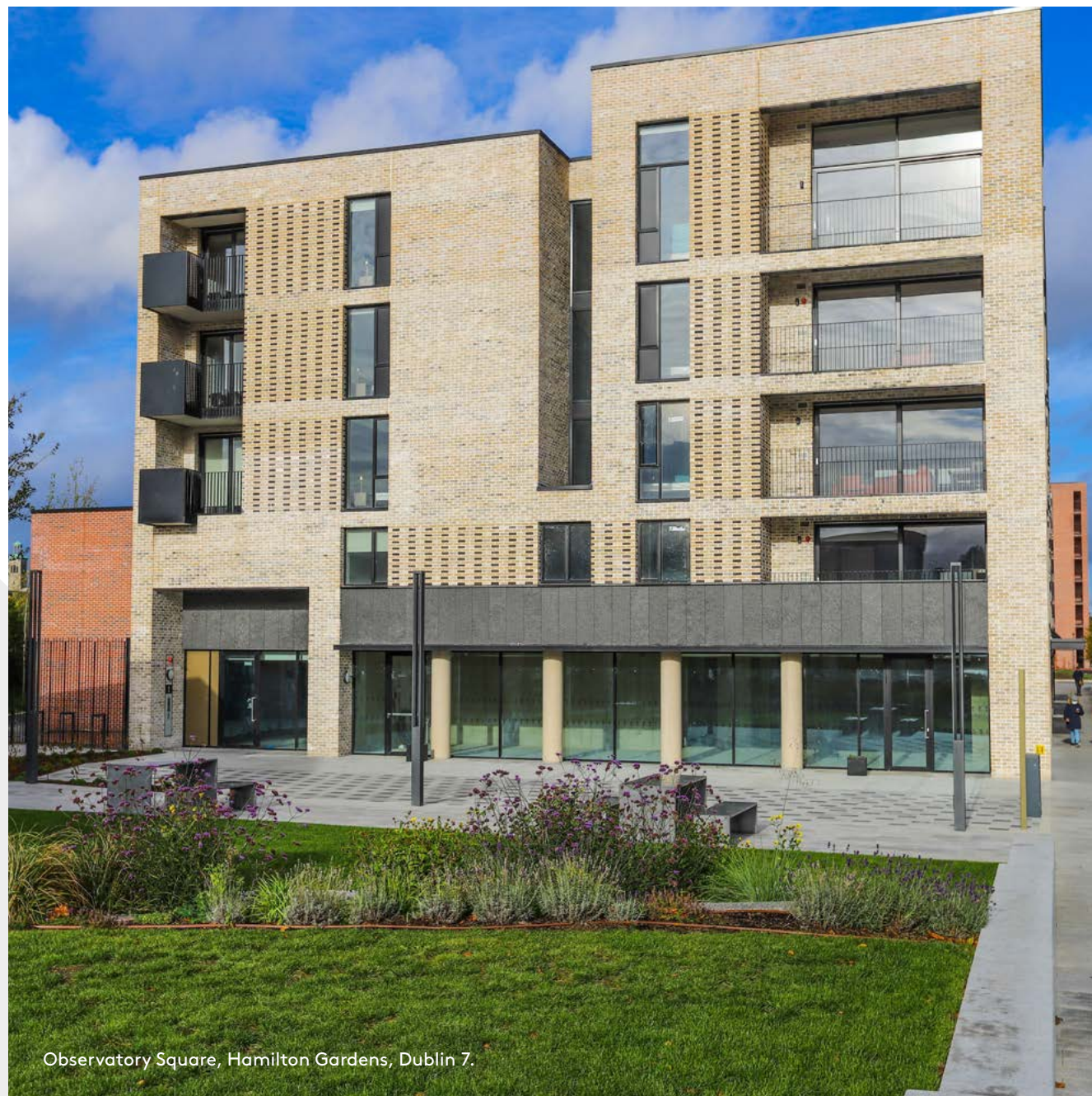
As part of its broader service delivery objectives, Tuath actively seeks resident feedback to continually improve its housing services and drive enhanced efficiencies in maintenance programs. With a focus on decarbonising existing housing, Tuath aims to not only reduce its carbon footprint but also boost the economy through energy improvement grants and retrofitting initiatives.

GOVERNANCE, COMPLIANCE AND RISK OVERSIGHT

Guaranteeing Integrity and Stability

In 2023, Tuath continued to prioritise tenant feedback, incorporating improvements across all processes. The Regulatory Compliance team significantly enhanced the complaints process for tenants, focusing on increased accessibility and transparency. To support this initiative, ongoing complaint-related training has been implemented across the organisation and continues regularly. We remain committed to further enhancing and improving the complaints process to ensure our tenants' voices are heard and addressed promptly.

To ensure a proactive approach to risk management, Key Risk Indicator (KRI) reporting is now fully embedded within Tuath, with metrics reported directly to the Audit and Risk Committee. These indicators cover areas such as complaints, data breaches, staff turnover, and attempted cyber security breaches. This early warning system enables Tuath to continuously monitor and adapt to the ever-changing landscape, ensuring we can respond appropriately to emerging risks.



Observatory Square, Hamilton Gardens, Dublin 7.

In the second quarter of 2023, Tuath conducted a Business Continuity and Crisis Management simulation exercise. This initiative led to enhancements in our Business Continuity and IT Disaster Recovery plans and the creation of a stand-alone Incident and Crisis Management Plan. Training on these protocols has commenced, and the exercise program will continue throughout 2024. These efforts are a critical part of our Risk Management framework, ensuring Tuath is prepared to face any incident or crisis.

In addition, the Regulatory Compliance team established a centralised repository for all Tuath policies and procedures in 2023, facilitating the introduction of a Board Assurance Map. This document monitors activity across the four lines of defence and highlights key processes for the organisation. This initiative supports transparency and accountability within Tuath, enhancing our governance practices.

To maintain effective risk management, our team conducted a thorough review of several of Tuath's policies and procedures, including the Risk Appetite Statement, and provided recommendations for improvement. This ensures that our policies remain current and effective in managing the risks and opportunities faced by Tuath. Alongside this, our team provided training and support to all departments in maintaining their own departmental risk registers. We conducted risk assessments on specific projects to ensure identified risks were managed throughout the project's lifecycle. The Regulatory Compliance Team also kept the Business Impact Analyses (BIAs) under review, identifying potential future risks and establishing action plans.

In 2023, the Corporate Services team led the initial submission to AHBRA under its new statutory assessment regime, alongside the annual Charities Return and AHBRA monitoring form. These submissions evidence that Tuath remains compliant with regulatory requirements and demonstrates our commitment to transparency and accountability.

Throughout 2023, Tuath held numerous meetings, including:

	10 Board Meetings
	2 Planning Days
	1 AGM
	4 Audit & Risk Committee Meetings
	4 Governance & People Committee Meetings
	6 Finance Committee Meetings
	5 Development Committee Meetings
	4 Housing & Community Committee Meetings

We updated and introduced new policies and procedures, including Board & Co-optee Recruitment Policies, Communications between Board Members, and the Conflicts of Interest Policy. The Terms of Reference for each Committee were updated and are set to be reviewed annually.

Additionally, in the area of governance we also made considerable progress, interviewing and onboarding six new Co-optee Members, providing a comprehensive half-day training session and a new handbook encompassing board policies and procedures. A governance review conducted in quarter 2 led to several implemented recommendations, with a phase II governance review commencing shortly. Training for Board Members and Co-optees on effective governance, Risk Management, Business Continuity, and AHBRA compliance were scheduled throughout the year. These efforts highlight our commitment to robust governance and risk management, ensuring Tuath's continued growth and financial stability while upholding the highest standards of corporate governance.

Empowering Team Tuath

Cultivating Growth and Diversity: New Starters and Employee Development

New Starters 2023: In 2023, Tuath welcomed 66 new employees, marking an increase from the previous year's 59. This increase in talent further enriches our workforce, bringing fresh perspectives and expertise to the organisation. Notably, among these new hires were a number of recent graduates, symbolising our commitment to nurturing emerging talent and promoting diversity in the workforce as part of our 'grow your own' initiative.

Employee Count at End of 2023: By the end of 2023, Tuath's team comprised of 215 dedicated individuals, each contributing to our shared mission and core values. This figure highlights our ongoing expansion to meet the evolving demands and opportunities within the housing sector. Each new team member represents a strategic investment in our ability to innovate and adapt to changing market dynamics. Our growth strategy is focused on leveraging the diverse talents of our workforce to drive exemplary customer service, innovation and to deliver more homes in high demand areas.

Learning and Development Initiatives: Our commitment to employee development remains unwavering, as evidenced by participation in our Learning and Development (L&D) programs throughout the year. Notably, over 80% of our staff attended dignity and respect training, reaffirming our dedication to fostering an inclusive and supportive work environment. Additionally, our various wellbeing initiatives saw engagement from 77% of employees, highlighting our holistic approach to employee wellness.

2023 saw 16 employees availing of the Tuath Study Aids benefit to pursue further education, underscoring our commitment to supporting continuous learning and professional growth, with two employees successfully completing the well renowned GEM program, showcasing our dedication to providing diverse learning experiences and networking opportunities.



Training and Education: Throughout the year, Tuath facilitated a total of 147 training days, offering valuable opportunities for skills enhancement and knowledge acquisition. Impressively, 67% of our employees actively engaged in work-related training, demonstrating their eagerness to develop professionally and contribute effectively to our organisation's goals.

Equality, Diversity, and Inclusion (EDI) Statistics: At Tuath, diversity is not just celebrated; it is embraced as part of our culture. In 2023, our workforce comprised 41% male and 59% female staff, reflecting our commitment to gender diversity. Furthermore, with an average employee age of 40 years and representation from 21 different nationalities, Tuath's workforce embodies rich diversity in age, culture, and background. 50% of our senior management team and 54% of our overall management are women, highlighting our proactive efforts to promote gender diversity and inclusivity in leadership roles. Participating in events like Pride March, emphasises our unwavering commitment to LGBTQ+ rights and inclusion, a commitment we eagerly anticipate continuing annually.

In May 2023, Tuath proudly achieved the Investors in Diversity Bronze award. This accreditation signifies our commitment to fostering diversity and inclusion within our organisation. The Investors in Diversity journey

highlights our positive message to all stakeholders, internal and external, and acknowledges the collective effort of every individual in Tuath. Tuath Housing's Equality, Diversity & Inclusion Policy, implemented in late 2023, affirms our commitment to fostering an inclusive workplace where employees can thrive authentically. We believe in embracing diversity as it brings fresh perspectives, enriching our culture and operations, ensuring equality, diversity, and inclusion are not just policies but integral aspects of our organisational ethos.

Employee Feedback Survey: In December 2023, our Employee Feedback Survey, revealed an outstanding 86% employee satisfaction rate, reaffirming employees' confidence in Tuath as an employer of choice and our commitment to continuously improving the employee experience.

In summary, 2023 was a year of growth, development, and inclusivity for Tuath, as we welcomed new talent, invested in employee development, and celebrated our diverse workforce. As we look towards the future, we remain steadfast in our commitment to nurturing a culture of learning, diversity, and excellence at Tuath.



"At Tuath, we are incredibly fortunate to work with such a diverse and dedicated team. In 2023, we welcomed 66 new employees and, as we continue to invest in employee development, I am inspired by the passion and energy of our team. Together, we are building a stronger Tuath and helping to shape the future of housing in Ireland. I look forward to welcoming new talent to our team in 2024 and continuing our journey of growth and inclusivity."

Bronagh Darcy, Deputy CEO of Tuath

Financial Growth and Sustainability

In 2023, Tuath experienced a significant surge in financial growth, propelled by strategic investments in our development program and the expansion of our housing portfolio nationwide as we delivered 2,482 new homes. We saw a substantial increase in total income, now standing at €134 million, a rise of 32% from the previous year's €102 million. This substantial growth enables us to continue our mission of providing quality affordable housing, increasing our total asset value to €1.9 billion.

Despite heightened investment, Tuath maintains a robust financial position, with total borrowings estimated at €1.49 billion by the end of 2023. Notably, a portion of €33 million in loans is due for repayment within one year, highlighting our commitment to prudent financial management practices.

In 2023, Tuath generated a surplus of approximately €41 million, crucial for servicing loan obligations and funding long-term property maintenance. This surplus demonstrates our dedication to sustainable financial management, ensuring the continued provision of high-quality housing services for our tenants.



Heatherside, Arklow, Co. Wicklow.

Rent collection remains robust, with Tuath collecting over 99% of rent due. Our commitment to affordability is reflected in the average social rent for tenants, standing at €68 per week, and the average rent for cost rental tenants at €1,264 per month. Social housing rent charges are based on the differential rent scheme, in collaboration with local authorities, ensuring fairness and accessibility for all tenants.

Financial strength and value for money remain central to our strategic objectives. We aim to generate yearly surpluses, increase cash reserves, and maintain a healthy balance sheet to meet future commitments and invest in our homes effectively. Our cash balance increased from €52 million to €72 million in 2023, providing liquidity for ongoing operations, loan repayments, and future construction projects.

The balance sheet strength reflects our growth trajectory, with total reserves exceeding €211 million. These reserves, including €128 million in general income and expenditure reserves and €59 million in capital reserves, are essential for funding future capital and maintenance programs, ensuring the sustainability of our housing stock.

Despite the uncertain times we face, Tuath remains committed to maintaining financial strength, stability, and sustainability. Our strategic and business plans outline measures to diversify our credit base, moderate gearing ratios, and deliver planned growth while upholding value for money principles. By prioritising financial prudence and operational excellence, we are well-positioned to navigate challenges and continue delivering positive outcomes for our tenants and stakeholders alike.

Our strategic plan emphasises maintaining financial resilience to support ongoing investments in enhanced customer services and housing stock, while improving efficiencies. Operating within the framework of our financial 'Golden Rules' ensures prudent financial management, safeguarding social housing assets and company viability. Continuous operating improvements and efficiencies are enabled by economies of scale, technological advancements, and streamlined ways of working. We remain committed to providing efficient services that satisfy tenants, secure best value, and create social value while sustaining our business for the future.

Our commitment to affordability is reflected in the average social rent for tenants



€1,264

Average cost rental per month



€68

Average social rent per week

Tuath's Voluntary Board of Directors



Prof. Paddy Gray Chair

Professor Emeritus at the University of Ulster, Paddy was awarded a Distinguished Community Fellowship for outstanding work in the community. With over 400 publications on housing related issues, Paddy has extensive academic and applied research experience and is a regular media commentator and expert advisor to government. 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. In 2023 he was named Property Personality of the year at the Belfast Telegraph Property Awards and in 2024 he received a Lifetime Achievement Award at the Aico Community Awards in Birmingham England.



Patricia Goan Vice-Chair Chair of Development Committee

Patricia has over 30 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 is currently Chief Executive at Glebe Housing Association in London.



Gerry Flynn Director Chair of Housing and Communities 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.



Kerry Anthony Director Chair of Governance and People Committee

Kerry has worked in the third sector for over 28 years, 18 of those as a Chief Executive Officer. An expert in organisational governance, structure and strategy, Kerry has led on transformation projects in a number of large, complex organisations both nationally and internationally. As a values led leader Kerry believes that positive relationships and communication make organisations thrive. Kerry has been a high-profile voice for organisations working on some of the most pressing and complex social issues facing society today. She is regular commentator to the media and acts as an advisor to policy makers at both local and national levels. Kerry is currently the Chief Executive of Inspire, an all-island charity and social enterprise working with people living with mental ill health, addictions and intellectual disability. She joined the organisation in August 2019 following 14 years with the Depaul an all island and international charity supporting people experiencing homelessness. She is a qualified social worker and holds a Masters in Voluntary Sector Management. Kerry is a Trustee of Tuath Housing Association, chairing the Governance and People Committee. She is also Trustee of the USPCA and was previously a member of the Board of Governors of All Hallows College in Dublin and a Trustee of Co3 in Northern Ireland, holding the position of Chair from 2015-2017. Kerry received an MBE in 2010 in recognition of her services to Housing and Homelessness.



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.



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.



Conor Grimes Director Chair of Finance Committee

Conor is a fellow of Chartered Accountants Ireland and has 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 Head of Advisory at Connex Partners, a boutique corporate finance firm servicing businesses' corporate finance needs across Ireland and the UK. 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.



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.



Richard Pike Director Chair of Audit and 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.



Sonya Meekel Director

Sonya has over 20 years' experience in the Construction Industry, and is currently a lecturer. She is a highly experienced professional in engineering, project management, and academia. She began her career as a Design Structural Engineer and subsequently moved into consulting engineering and project management, working for many notable firms managing and coordinated numerous teams, focusing on the development and deployment of people and their skills. After years in the construction industry, Sonya transitioned into academia and specialist training. She is currently a lecturer at Technological University Dublin (TU Dublin), where she specializes in people and project management. Her academic contributions extend to management and training for international projects, emphasizing her broad expertise and ongoing involvement in professional development. Sonya is also a Director for the European Region of the Associated Schools of Construction, the international professional association for the development and advancement of construction education, where the sharing of ideas and knowledge inspires, guides, and promotes excellence in curricula, teaching, research and service.



Graham Kenny 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.



Brenna O'Roarty 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 organisations 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.



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 organisations 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 organisational 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.



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.



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.



Claire McManus Co-Opted Housing 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.



Michael Rourke Co-Opted Committee Member Development Committee

Michael has over 40 years of experience in the construction industry. He has a BSc in building surveying and is a member of the Royal Institution of Chartered Surveyors, Chartered Institute of Building and is a Fellow of the Chartered Association of Building Engineers. He has held roles at director level in both the registered provider sector and local authorities in London and has also worked in private practice and the construction industry. For the past 20 years he has focused on the delivery of new build social housing and estate regeneration projects.

Tuath's Senior Management Team



Sean O'Connor Chief Executive

Sean has a Master's Degree in Housing from South Bank University, London and a diploma in Corporate Governance from the Corporate Governance Institute. He is a General Practice, Chartered Surveyor with membership of the Society of Chartered Surveyors Ireland and the Royal Institution of Chartered Surveyors, plus the Chartered Institute of Housing. Sean has worked in housing at a senior level for over thirty five years in the private, public and not-for-profit housing sectors in the UK and Ireland and has helped deliver several award winning residential and mixed use schemes and has a proven track record of proudly working collaboratively with communities to deliver positive change.



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, obtained a Diploma in Leadership from University College Dublin 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.



Neil Anderson Chief Financial Officer

Neil Anderson, a Chartered Accountant, started his career with KPMG in London before embarking on a career spanning over three decades. He has applied his knowledge and experience across a diverse range of sectors including property management, not-for-profit, information technology, hospitality, and market research. Neil's professional career has taken him to multinational FTSE 100 giants, medium-sized private enterprises, and start-up ventures. His dedication and financial acumen led him to his current role as Chief Financial Officer at Tuath, a tenure marked by over seven years.



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 21 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 over 35 years' experience of working in construction and property, with 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 and asset management to the association's housing stock, including building up investment profiles, managing planned, cyclical and major works programmes as well as the delivery of Tuath's responsive repairs service.



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 is Head of Housing Operations with a BA undergrad in Housing Management from University of Ulster and 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 Tuath's Tenant Engagement Strategy.



Aileen Gallagher Head of New Business & Delivery

Aileen is a qualified ACCA accountant with outstanding expertise and vast experience in all aspects of development and finance. During her career, she has managed numerous successful retail and property businesses. Since joining Tuath in 2016, Aileen has contributed significantly to Tuath's growth and the delivery of over 10,700 homes currently under the management of the Association across Ireland.



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. Kate is responsible for the delivery of Tuath's sustainability agenda, alongside the implementation of a number of key business strategies.



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.



Dan 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.



Aisling Barrett Head of Regulatory Compliance

With an impressive track record in various senior compliance roles over 13 years, Aisling has consistently demonstrated exceptional talents in her work at Tuath. She is a member of the Institute of Bankers and has recently completed a Diploma in Corporate Governance with The Corporate Governance Institute. She has demonstrated experience with successfully leading, maintaining, and implementing regulatory frameworks across several regulated industries in various jurisdictions, including Ireland, Luxembourg, and Australia.

Financial Performance: 2023 Accounts Summary

Statement of Comprehensive Income

	2023 €	2022 €
Income	133,987,763	101,647,098
Operating Costs		
Staff costs	(11,180,905)	(8,972,849)
Depreciation and amortisation	325,087	(838,900)
Other operating charges	(51,465,803)	(37,984,512)
Operating Surplus	71,666,142	53,850,837
Interest income	341,130	63,933
Interest and similar charges	(30,779,748)	(22,154,900)
Surplus on ordinary activities before taxation	41,227,524	31,759,870
Taxation on surplus on ordinary activities	-	-
Total comprehensive income for the financial year	41,227,524	31,759,870

Balance Sheet

	2023 €	2022 €
Fixed Assets		
Tangible fixed assets	1,891,275,046	1,458,415,429
Financial fixed assets	5,000	5,000
	1,891,280,046	1,458,420,429
Current Assets		
Debtors	14,093,825	13,095,904
Cash at bank and in hand	71,707,238	52,010,131
	85,801,063	65,106,035
Creditors: Amounts falling due within one financial year	(57,514,316)	(43,883,069)
Net Current Assets	28,286,747	21,222,966
Total Assets less Current Liabilities	1,919,566,793	1,479,643,395
Creditors: Amounts falling due after more than one financial year	(1,708,015,140)	(1,333,743,655)
NET ASSETS	211,551,653	145,899,740
Reserves		
Income and expenditure reserve	128,234,243	95,409,255
Revaluation Reserve	24,424,389	-
Capital reserves	58,893,021	50,490,485
	211,551,653	145,899,740

Note: A full version of our signed financial statements is available on our website.

Other Information

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

REGISTERED OFFICE	33 Leeson Street Lower Dublin 2 D02 KD68
CRO NUMBER	326944
CHY NUMBER	14356
CRA NUMBER	20046613
AUDITORS	Deloitte Ireland LLP Chartered Accountants and Statutory Audit Firm Deloitte & Touche House Earlsfort Terrace Dublin 2 DO2 AY28
BANKERS	Housing Finance Agency 46 St. Stephen’s Green Dublin 2 PTSB 56-59 St. Stephen’s Green Dublin 2 Multaque Funds ICAV 33 Sir John Rogerson’s Quay Dublin 2 Bank of Ireland 39 St. Stephen’s Green Dublin 2 Allied Irish Banks 37 Upper O’Connell Street Dublin 1



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