



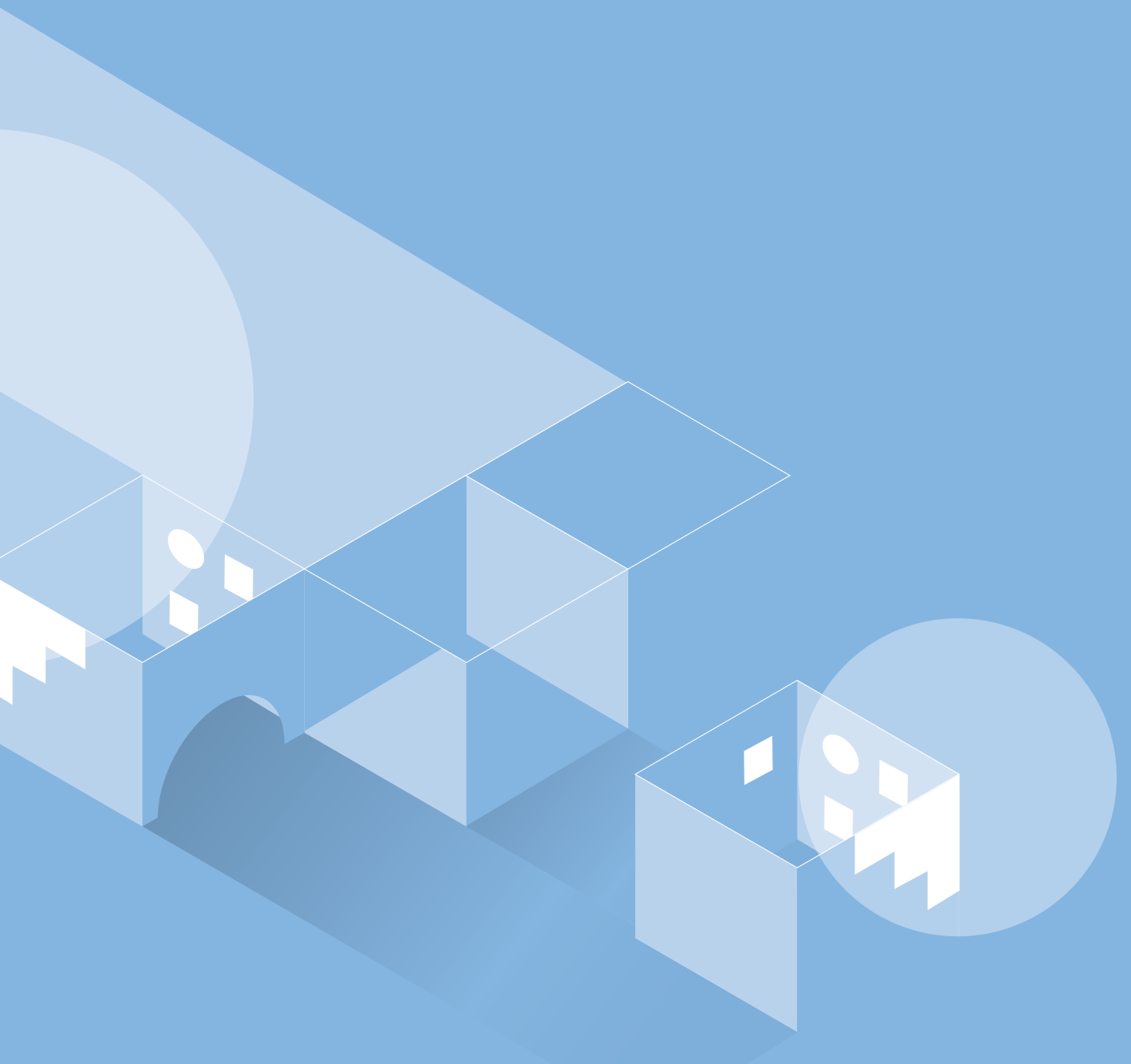
Bord um Thionóntachtaí Cónaithe
Residential Tenancies Board

RTB Business Plan 2024

Based on RTB Statement
of Strategy 2023-2025



www.rtb.ie



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Introduction

This Business Plan covers the second year of the 3-year period covered by the RTB's current Statement of Strategy 2023-2025. In our Statement of Strategy, we commit to a programme of change and improvement intended to maximise the operational effectiveness of the RTB in delivering on our four core "service areas":

- registering tenancies,
- resolving disputes,
- ensuring compliance with rental law, and
- providing accurate information, research, data and insights.

During 2023, we made progress across each of these areas. During 2024, it is essential that we continue this process and make further, demonstrable progress on our strategic change agenda. In addition to progress in relation to our core business areas, we will also continue to invest in the key enablers of effective organisational performance – human resource development, organisation structure, information technology, risk management, planning, and governance.

In our Business Plan for 2024, we identify the development and change objectives which we intend to pursue this year within the context of our wider Statement of Strategy. These objectives have been selected on the basis that each will contribute to achieving the overall 3-year strategic agenda of the RTB.

In addition to the identified change objectives, we will also continue to deliver on our core functional responsibilities as the regulator and the disputes resolution body for the residential rental sector.

Progress in relation to the objectives set out in the Plan will be monitored by RTB management and will be reported upon, at regular intervals throughout the year, to the RTB Board.

Throughout the year, RTB management will actively manage delivery of the planned objectives, taking into account risks, both known and emerging, which could impact on the achievement of the planned business objectives.

As the year unfolds, we will continue to work closely with the Department of Housing, Local Government and Heritage to ensure that the RTB is alerted to emerging requirements and is working in partnership with the Department to anticipate how best to respond to any changes arising in policy. At the same time, we will also work to ensure that the RTB is operating to the full extent of its statutory remit and is seen, by both stakeholders and the wider public, to be the independent, expert and effective regulator and dispute resolution body for the residential rental sector.

Business Plan Objectives for 2024

This Business Plan sets out specific business objectives to be delivered during 2024 in each of our four key service areas. In addition, we have identified a number of essential objectives which will help underpin the ongoing development of the RTB as a public body that is fully capable of delivering on its important public interest mission.

Following the format we adopted in our 2023 Business Plan, our 2024 objectives are set out in the following tables under each of 5 headings (these are the key strategic change areas identified in the RTB's current three-year Statement of Strategy):

Under each heading, we set out the individual objectives to be pursued in 2024, the expected outcomes for this year, planned timeframes, and the specific deliverables which we plan to deliver by the end of 2024.

A. Registering tenancies

B. Resolving disputes

C. Ensuring compliance

D. Providing accurate information, research, data and insights

E. Enabling effective organisational performance

A. Maintain the register of tenancies



Objective	Expected Outcomes in 2024	Timing					Specific Deliverables 2024
		Q1	Q2	Q3	Q4	2025	
A.1 Maintain the register of tenancies to a high standard of accuracy	The RTB register is accepted as the definitive, trusted source of information on registered tenancies for the policy makers and the public.			✓			A.1.1 New periodic report/s on the profile of the register of tenancies over time will be developed. These reports will be used to: <ul style="list-style-type: none"> inform operational and strategic decisions by the RTB publish, on the RTB website, meaningful insights to better inform policymakers and the public.
					✓		A.1.2 By the end of 2024, the quarterly Rent Indices will be published within 3 months of the end of the relevant Quarter.
			✓				A.1.3 Report on the analysis being carried out by the CSO and RTB on the 2022 Census and RTB Tenancy Register will be complete.
A.2 Reinstate Late Annual Registration Fees	The statutory scheme of fees for late registrations is fully restored.	✓					A.2.1 The RTB will implement and communicate the reinstatement of appropriate late fees to all tenancy applications falling outside the statutory timeframes.



B. Resolve disputes



Objective	Expected Outcomes in 2024	Timing					Specific Deliverables 2024
		Q1	Q2	Q3	Q4	2025	
B.1 Optimise time performance of the dispute resolution service	Performance metrics published on a quarterly basis demonstrating that the time efficiency of the dispute resolution service is being maximised.	✓					B.1.1 Develop and agree plan for reducing timeframes in 2024 to include: <ul style="list-style-type: none"> defining timeframes and publishing same process and policy changes where required required ICT changes to streamline monitoring and reporting appropriate resources
				✓	✓	✓	B.1.2 Publish RTB performance against committed timeframes on a quarterly basis.
		✓	✓	✓	✓		B.1.3 Put clear, documented system of management in place to manage defined timeframes and priority cases.
B.2 Operationalise our pilot disputes early intervention programme (This is a Housing for All objective)	All operational requirements have been defined and resources agreed with the Department of Housing.	✓	✓				B.2.1 Specify requirements for a full-scale disputes early intervention programme, including required additional staff resources and appropriate funding.
			✓				B.2.2 Agree resourcing requirements with Department of Housing.
			✓	✓			B.2.3 Commence implementation of early intervention programme.
B.3 Implement an intervention scheme for improved compliance with Determination Orders				✓	✓		B.3.1 Specify requirements for a full-scale Determination Order intervention programme, including required staff resources and appropriate funding.

C. Ensure compliance with rental law



Objective	Expected Outcomes in 2024	Timing					Specific Deliverables 2024
		Q1	Q2	Q3	Q4	2025	
C.1 The RTB has a clear approach to address potential non-compliance with rental law in accordance with the RTB's Regulatory Risk Framework	The RTB has a programme of compliance and enforcement activities in place, all of which are appropriately resourced and managed.	✓					<p>C.1.1 Develop and agree plan (including resourcing and timeline) to fully operationalise the RTB's regulatory risk framework during 2024, to include a:</p> <ul style="list-style-type: none"> ■ Programme of compliance activities to identify and rectify potential noncompliance with rental law. ■ Risk-based policy on the RTB's approach to enforcement using civil or criminal processes where there are serious and/or persistent breaches of the Act.
			✓	✓	✓	✓	C.1.2 Communicate the RTB's approach to compliance and enforcement to key stakeholders and the public.
			✓	✓	✓	✓	C.1.3 Commence implementation of the programme of compliance activities.
			✓	✓	✓	✓	C.1.4 Commence implementation of the enforcement policy.
C.2 Establish data sharing agreement with the Revenue Commissioners (This is a Housing for All objective)	RTB receives relevant data from the Revenue Commissioners which the RTB will use as a key input to the new RTB approach to address regulatory risk.	✓	✓				C.2.1 Finalise data sharing requirements with the Revenue Commissioners, which are underpinned by the appropriate legal provisions.
				✓	✓	✓	C.2.2 Operationalise the data sharing agreement with the Revenue Commissioners.

D. Provide information, research, data and insights



Objective	Expected Outcomes in 2024	Timing					Specific Deliverables 2024
		Q1	Q2	Q3	Q4	2025	
D.1 Optimise the RTB website	The RTB website is an important asset and an effective communication and information resource between the RTB and our stakeholders.	✓	✓	✓	✓	✓	D.1.1 Develop and implement a website maintenance plan to routinely review, identify and address issues with content or presentation (including languages) on the website.
		✓	✓	✓	✓	✓	D.1.2 Develop and implement a continuous improvement plan to ensure the website is developed and revised over time and is always fit for purpose.
D.2 Ensure strategic focus of RTB Communications	RTB has a new Communications Strategy to ensure that important information relating to the RTB's functions is properly conveyed to key stakeholders.	✓	✓				D.2.1 Develop new RTB Communications Strategy for 2024/2025, which will include information to be published in additional languages.
				✓	✓	✓	D.2.2 Implement the new Communications Strategy.
D.3 Develop and publish Key Performance Indicators	The RTB has a suite of appropriate and meaningful Key Performance Indicators in place to monitor and report on performance.	✓					D.3.1 Key Performance Indicators are available to, and monitored by, the RTB Executive and the Board.
			✓				D.3.2 Certain Key Performance Indicators are published on the RTB website.
D.4 Establish a policy function within the RTB to provide advice to the Board and to the Minister in relation to the rented sector	The RTB has an established policy unit with a work programme and appropriate resourcing and governance structures in place.			✓			D4.1 Develop a new RTB Policy Unit and work programme.
					✓		D.4.2 Commence policy work programme.

E. Enable effective organisational performance



Objective	Expected Outcomes in 2024	Timing					Specific Deliverables 2024
		Q1	Q2	Q3	Q4	2025	
E.1 Complete the RTB's Organisation Development project	RTB has an organisational structure in place which supports its mission and the full implementation of its current Strategy.	✓					E.1.1 Target Operating Model and Implementation Plan are approved.
		✓	✓	✓	✓	✓	E.1.2 Implement Target Operating Model, including new HR learning and development processes.
			✓	✓			E.1.3 Develop and complete a workforce plan to support new Target Operating Model and include in budget submission for 2025.
E.2 Develop RTB Digital Roadmap for 2024/2025	The RTB has a medium-term (12-24 month) programme of work to support the operation of RTB pending procurement of a number of key vendors.	✓					E.2.1 Develop and implement a digital roadmap underpinned by a work programme of ICT projects for 2024/2025.
			✓	✓	✓	✓	E.2.2 Commence work programme of ICT projects to deliver the roadmap.
E.3 Develop new RTB Data Strategy			✓				E.3.1 Develop plan for longer term Data Vision for the RTB.
				✓			E.3.2 Complete data maturity assessment to inform RTB Data Strategy.
E.4 Maintain and further develop good governance practices within the RTB	RTB is meeting all requirements of the Code of Governance and generally accepted good practice.			✓	✓		E.4.1 Mobilise and participate in Periodic Critical Review under the Code of Practice for the Governance of State Bodies.
		✓	✓	✓	✓		E.4.2 Review, design and implement changes to Board subcommittee structure.
		✓	✓	✓	✓		E.4.3 Develop and implement succession plan for the Board including recruitment and onboarding of new Board members when vacancies arise.
	RTB has appropriate governance and oversight mechanisms in place for its quasi-judicial decision makers.			✓	✓		E.4.4 Design a comprehensive framework to ensure the continuity and quality of decision-making is robust through SLA management, statutory guidance, training and accountability mechanisms.
E.5 Define the financial plan for 2024 and 2025	A financial plan has been defined which incorporates appropriate, pre-approved use of existing reserves as part of RTB's overall finances.			✓	✓		E.5.1 Completion of income projection exercise in 2024 for the next 3 years, expenditure analysis with a view to developing a plan to utilise reserves, including potential investment options.

Objective	Expected Outcomes in 2024	Timing					Specific Deliverables 2024
		Q1	Q2	Q3	Q4	2025	
E.6 Procurement of Digital and Data Development Partner	The RTB has completed procurement for a Digital and Data Development Partner and contract is in place.	✓	✓	✓	✓	✓	<p>E.6.1 Complete procurement process for Digital and Data Development partner to include:</p> <ul style="list-style-type: none"> ■ Determine minimum requirements and publish to market ■ Engage with market and enter dialogue process ■ Develop and publish Invitation to Tender ■ Complete tender evaluation and award contract
E.7 Procurement of BPO Partner	The RTB has completed procurement for a BPO partner and contract is in place.	✓	✓	✓	✓	✓	<p>E.7.1 Complete procurement process for outsourced Customer Support and Document Management activities to include:</p> <ul style="list-style-type: none"> ■ Publication of Pre-Qualification Questionnaire ■ Develop and publish Invitation to Tender ■ Complete tender evaluation and award contract
E.8 Procure in-house ICT day to day support	The RTB has completed procurement for an in-house ICT day-to-day support partner and contract is in place.		✓	✓	✓		<p>E.8.1 Complete procurement process for an in-house ICT day-to-day support partner to include:</p> <ul style="list-style-type: none"> ■ Publication of Pre-Qualification Questionnaire ■ Develop and publish Invitation to Tender ■ Complete tender evaluation and award contract
E.9 RTB progresses its climate action mandate	<p>Internally RTB is meeting, and ideally exceeding, all relevant climate action requirements.</p> <p>Externally RTB is leveraging data and insights to facilitate policy development and implementation.</p>			✓	✓	✓	E.9.1 The RTB has a comprehensive action plan in place encompassing all relevant actions.
E.10 Mark the 20 year anniversary of the RTB	The RTB will mark the 20 year anniversary of the organisation and its role.		✓	✓	✓	✓	E.10.1 Develop and implement a plan to mark the 20th anniversary of RTB during 2024.

Appendix 1

Detailed Profit & Loss 2024

APPROVED 2024 Budget

INCOME	Forecast P&L 2023	Final Budget 2024	Variance to 2023 Forecast	
Registration Income - Private & AHB	€12,220,141	€12,213,700	(€6,411)	(0%)
Registration Income - SSAs	€1,147,970	€1,150,006	€2,036	0%
Exchequer funding	€13,370,000	€12,368,000	(€1,002,000)	(7%)
Other Income	€152,081	€230,500	€78,419	52%
TOTAL INCOME	€26,890,192	€25,962,206	(€927,986)	(4%)
EXPENSES				
Staff costs	€6,668,465	€7,316,167	(€647,702)	(10%)
Board Member Fees	€121,538	€129,028	(€7,490)	(6%)
Adjudicators' Fees	€992,474	€906,659	€ 85,815	9%
Tribunal Members' Fees	€1,208,870	€994,600	€214,270	18%
Decision Makers' Fees	€41,348	€50,912	(€9,564)	(23%)
Recruitment & other	€163,822	€157,690	€6,132	4%
Education & training	€113,749	€143,148	(€29,398)	(26%)
Customer contact	€7,087,462	€6,135,240	€952,222	13%
Professional fees	€364,425	€292,206	€72,219	20%
Legal fees	€1,910,051	€1,735,364	€174,687	9%
I.C.T.	€3,514,744	€3,448,127	€66,616	2%
Strategic projects	€457,365	€45,000	€412,365	90%
Communications	€342,495	€200,970	€141,525	41%
Rent index & research	€325,859	€280,588	€45,271	14%
Advertising & Awareness	€94,839	€193,856	(€99,017)	(104%)
Rent	€707,088	€736,306	(€29,218)	(4%)
Premises	€274,249	€290,314	(€16,066)	(6%)
Translation	€108,068	€126,000	(€17,932)	(17%)
Stenography	€82,749	€90,000	(€7,251)	(9%)
Office operation	€224,370	€252,814	(€28,444)	(13%)
Printing & postage	€1,932,478	€2,035,456	(€102,978)	(5%)
Bank charges	€266,953	€300,000	(€33,047)	(12%)
Depreciation	€1,730,269	€2,064,000	(€333,731)	(19%)
Miscellaneous	€55,318	€101,760	(€46,442)	(84%)
TOTAL EXPENSES	€28,789,047	€28,026,205	€762,842	3%
Adjust for:				
Depreciation	(€1,730,269)	(€2,064,000)	€333,731	
Capital Funding	€0			
Capital Expenditure	€987,884	€-	€987,884	
Surplus/(deficit)	(€1,156,470)	(€0)	€1,156,471	
Transfer from/(to) Reserves	€1,156,470	€-	(€1,156,470)	
Outturn for the Year	€-	(€0)	(€0)	

