



Bord um Thionóntachtaí Cónaithe
Residential Tenancies Board

RTB Business Plan 2023

Based on RTB Statement
of Strategy 2023-2025





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Introduction

This Business Plan has been developed in the context of 2023 being the first year of the 3-year period covered by the RTB's new *Statement of Strategy 2023-2025*. In our *Statement of Strategy*, we commit to working, over the coming three years, to maximise the operational effectiveness of RTB in delivering on our four core "service areas":

- registering tenancies,
- resolving disputes,
- ensuring compliance, and
- providing accurate information, data and insights.

All of our actions during 2023-2025 will be centred on these core service areas, which are essentially our "business-as-usual" functions, and on delivering demonstrable gains in performance in relation to each. Taken together, our actions under these four areas will see the RTB create positive impact for the public. During this 3-year period, we will also invest in the key enablers of effective organisational performance – human resource development, organisation structure, information technology, risk management, planning, and governance.

In this 2023 Business Plan, we identify the development and change objectives which we intend to pursue this year. These have been selected on the basis that each will help progress the overall 3-year strategic agenda of the RTB. In addition to the identified change objectives, we will also deliver on our core functional responsibilities as the regulator and 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.

Our Mission, Vision and Values for Effective Regulation

Our Mission

“We support the residential tenancy sector by registering tenancies, resolving disputes, ensuring compliance with rental law, and providing reliable information, data and insights to inform policy”

Our Vision for Effective Regulation

- The RTB register of tenancies is complete and accurate - everything that should be registered is registered.
- Tenancy rights, responsibilities and obligations are promoted, understood and protected.
- Tenancy disputes are resolved as early and efficiently as possible with outcomes which are fair to the parties.
- Rents and other required payments (deposits and advanced payments) are set and charged at the correct levels.
- Tenancies are terminated in the correct way and offered back to tenants in the required circumstances.
- Compliance failings are identified, challenged and addressed by the RTB.
- The impact of policy and regulatory interventions is monitored and research and insights are informing policy.
- The RTB can demonstrate that it delivers public value.

Our Values



Expected Policy Context in 2023

In terms of the broad policy context within which the RTB operates, this is not expected to change dramatically during 2023. The Government's current policy framework for the broad housing sector, *Housing for All*, published in 2021, is expected to remain as the overall guiding framework during the current year. In relation to the residential rental sector, *Housing for All* sets out some specific actions for the RTB as an agency contributing to the overall Government response to the housing crisis. Delivering further on these actions during 2023 will continue to require that the RTB, as an organisation, is agile and creative in how we respond to new or changing situations in our areas of responsibility.

One specific policy development which will require input from the RTB during 2023 is the planned review of the private rental sector which was announced by the Government in late 2022. This will be an important opportunity for the RTB to provide information and insights to inform policy as well as an opportunity to engage with all stakeholders who are party to the review. Depending on the policy output from the review, further engagement with the Department of Housing, Local Government and Heritage is likely later in the year as regards how new or changed policy measures could be implemented and what these would mean for the RTB.

In framing this Business Plan for 2023 and against the background of the expected policy context, the RTB has sought to identify key business objectives that will deliver public value this year, as well as other important objectives that will underpin the ongoing development of the organisation to create an RTB that is fit to face future challenges. As the year unfolds, we will continue to work closely with the Department to ensure that the RTB is alert to emerging requirements and is working in partnership with the Department to anticipate how best to respond to any changes arising in the current policy context. 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 2023

The RTB has identified specific business objectives to be delivered during 2023 in each of its 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 an organisation that it is fully capable of delivering on its important public interest mission.

Our 2023 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 2023, the expected outcomes for this year, planned timeframes, and the specific deliverables which we plan to deliver the end of 2023.

A. Registering tenancies

B. Resolving disputes

C. Ensuring compliance

D. Providing accurate information, research, data and insights

E. Enabling effective organisational performance

A. Registering tenancies

Objective	Expected Outcomes in 2023	Timing					Specific Deliverables	
		Q1	Q2	Q3	Q4	2024		
A.1 Deliver required core functionality within the RTB's digital registration system	The RTB will have a functioning digital registration system in place which supports landlords and agents to efficiently and reliably register and maintain residential tenancies with the RTB.	✓	✓				A.1.1 Deliver the planned Release 3.0 upgrade, including additional functionality for: <ul style="list-style-type: none"> ■ Companies outside Ireland ■ Non-national landlords ■ Duplicate dwellings ■ Annual registrations ■ Portal journey messaging and functional changes 	
		✓	✓	✓	✓		A.1.2 Deliver a schedule of ongoing changes to the digital registration system to improve performance and fix known bugs.	
A.2 Provide a quality annual registration service	The annual registration programme will be fully operational with quality customer service in place.	✓	✓	✓	✓		A.2.1 Proactive performance monitoring, and early intervention, across all RTB customer contact channels including outsourced call centre and RTB-operated email inboxes to ensure high standards of quality and service.	
		✓	✓				A.2.2 Implement a new email management system in the RTB outsourced call centre to ensure efficient management of all incoming email traffic.	
		✓					A.2.3 Complete refund of late renewal fees to landlords and agents which were changed between August 2022 and November 2022.	
		✓	✓	✓			A.2.4 Complete Cycle 1 of Annual registration, including a campaign to ensure that all tenancies which should be registered are registered with the RTB.	
			✓	✓	✓	✓	✓	A.2.5 Commence Cycle 2 of Annual registration in March 2023.
			✓	✓	✓			A.2.6 Design and implement a programme of communications and stakeholder engagement to support annual registration.
A.3 Deliver a digital registration system for student specific accommodation	The RTB will have a digital solution in place to efficiently and reliably support registration of student specific accommodation.			✓	✓		A.3.1 Design and implement a system solution for registration in, and maintenance of, the RTB's Student Specific Accommodation register.	

B. Resolving disputes

Objective	Expected Outcomes in 2023	Timing					Specific Deliverables
		Q1	Q2	Q3	Q4	2024	
B.1 Review and improve time performance of the dispute resolution service	The time efficiency of the RTB's dispute resolution service will be maximised and performance metrics published on a quarterly basis.	✓	✓				B.1.1 Current timeframes for dispute resolution will be reviewed.
				✓	✓		B.1.2 Target timeframes will be defined and implemented, with results published on a quarterly basis.
B.2 Review and improve the current published performance statistics for dispute resolution	Clear and meaningful statistics on the performance of the dispute resolution service will be published on a quarterly basis.			✓			B.2.1 Current published statistics on performance will be reviewed.
					✓		B.2.2 Improved performance statistics will be developed and published on a quarterly basis.
B.3 Develop a scheme for early intervention in disputes	The RTB has designed and piloted an early intervention scheme.	✓	✓				B.3.1 Design and implement a pilot scheme for early intervention using existing staff and resources.
				✓			B.3.2 Review results from the pilot and define requirements for a full-scale facilitation scheme.
					✓	✓	B.3.3 Seek required resources and implement the full scheme.
B.4 Implement an intervention service to promote voluntary compliance with Determination Orders	The RTB will be proactively intervening in cases where DOs are not being complied with, and encouraging full voluntary compliance.	✓	✓				B.4.1 Complete the current pilot programme and define requirements for a full-scale DO intervention programme.
				✓	✓		B.4.2 Secure required resources and implement the full programme.

C. Ensuring compliance



Objective	Expected Outcomes in 2023	Timing					Specific Deliverables in 2023
		Q1	Q2	Q3	Q4	2024	
C.1 Operationalise the RTB's Regulatory Risk Framework	The RTB has a clear plan in place as to how we will address regulatory risk in 2024/2025.		✓				C.1.1 Establish a Regulatory Risk Group to lead on this work and define the role and remit of the Group.
				✓	✓	✓	C.1.2 Develop a comprehensive plan of work in this area for 2024 and 2025.
C.2 Streamline current compliance-related activities	All of the RTB's compliance work (to include all investigation and enforcement-type activities) is risk-led, effective, and managed in an integrated way.			✓	✓		C.2.1 Review how all current compliance-related activities are coordinated and managed, including how information of all types (from internal and external sources, including media reports and other public bodies) is gathered, analysed, risk-rated, and used to inform timely compliance action.
					✓		C.2.2 Implement revised structures, policies and procedures to ensure integration, efficiency and consistency of approach.
C.3 Promote information sharing and cooperation with other public bodies	The RTB is pursuing all relevant opportunities for increased two-way information sharing with relevant public bodies and actively promoting cooperation in areas of mutual interest.	✓	✓	✓	✓	✓	C.3.1 Pursue the current engagement with the Revenue Commissioners as regards access to relevant data held by Revenue.
				✓	✓		C.3.2 Develop a Memorandum of Understanding which can be used as a basis for formalising cooperation with relevant public bodies and other appropriate organisations.

D. Providing accurate information, research, data and insights



Objective	Expected Outcomes in 2023	Timing					Specific Deliverables in 2023
		Q1	Q2	Q3	Q4	2024	
D.1 New RTB website	The RTB has a well-designed and maintained website in place which meets all relevant accessibility standards.		✓				D.1.1 New website is launched.
				✓	✓	✓	D.1.2 Website content is comprehensive and maintained to a high standard.
D.2 Reach and engagement	The RTB is proactively engaging with people who live in the rental sector particularly those groups in society who are less easy to reach.			✓	✓		D.2.1 The RTB has established relationships with relevant groups and has appropriate and ongoing linkages in place to support these relationships.
				✓	✓		D.2.2 The RTB has key information available in various formats, including online, and in a range of languages.
D.3 Performance measures and publication of data	The RTB is publishing relevant performance information, both annually and quarterly, and is proactive in relation to the Government's Open Data agenda.		✓	✓	✓	✓	D.3.1 Examine current data as published in the Annual Report as well as elsewhere (including in the Revised Estimates Volume) to ensure that this is as comprehensive and informative as possible.
				✓	✓		D.3.2 Review the scope for the RTB to publish additional data and information in keeping with Open Data principles with a view to adopting this as the RTB's default policy during 2024.

E. Enabling effective organisational performance

Objective	Expected Outcomes in 2023	Timing					Specific Deliverables in 2023
		Q1	Q2	Q3	Q4	2024	
E.1 Governance developments	The RTB has good practice governance and enterprise risk processes in place which support delivery of the RTB mission.	✓	✓				E.1.1 All agreed actions from 2022 review of Board effectiveness are implemented.
			✓	✓			E.1.2 A review of Board sub-structures is undertaken and any recommendations are implemented.
			✓	✓			E.1.3 The RTB has reviewed its approach to enterprise risk management, including necessary awareness raising and training for Board and management.
E.2 Strategic financing	The RTB has scoped what a strategic financing review would involve and has adopted a strategic policy as regards use of financial reserves.			✓	✓		E.2.1 A scoping exercise in terms of future strategic financing has been undertaken.
				✓	✓		E.2.2 The RTB has a revised policy in place as regards strategic use of the RTB financial reserves.
E.3 Major procurements	Procurements of business process and of ICT vendor support are commenced and progressed.	✓	✓	✓	✓	✓	E.3.1 Commence and progress procurement of business process support.
		✓	✓	✓	✓	✓	E.3.2 Commence and progress procurement of ICT vendor support.
E.4 Organisation Development	The RTB has an organisational structure in place which supports its mission and the full implementation of its Strategy		✓	✓	✓		E.4.1 Develop a new Target Operating Model for the RTB, including procurement of suitable consultancy support.
				✓	✓	✓	E.4.2 Implement the new Model, including new HR learning and development processes, and measures to support a culture of openness to change and continuous improvement.
E.5 Climate action mandate	The RTB is meeting, and ideally exceeding, all relevant climate action requirements			✓	✓	✓	E.5.1 The RTB has a comprehensive action plan in place encompassing all relevant actions including planning towards possible relocation in 2027.
E.6 Planning for 2024 anniversary	The RTB has a plan of activities to mark the 20th anniversary in 2024.		✓	✓	✓	✓	E.6.1 A plan is developed as to how to mark the 20th anniversary of the RTB for implementation over the course of 2024

Appendix 1

RTB Planned Budget for 2023

APPROVED 2023 Budget

INCOME	Budget 2023
Registration Income - Private	€9,735,632
Registration Income - AHBS	€406,816
Registration Income - SSAS	€814,990
Exchequer funding	€13,370,000
Other Income	€162,000
TOTAL INCOME	€24,489,438
EXPENSES	
Staff costs	€7,140,642
Board Member Fees	€140,263
Adjudicators' Fees	€850,588
Tribunal Members' Fees	€894,604
Decision Makers' Fees	€96,180
Recruitment & other	€219,660
Education & training	€191,455
Customer contact	€7,034,778
Professional fees	€447,467
Legal fees	€1,366,129
I.C.T.	€2,777,528
Strategic projects	€140,091
Communications	€214,400
Rent index & research	€420,588
Advertising & Awareness	€470,339
Rent	€736,306
Premises	€302,828
Translation	€66,000
Stenography	€74,000
Office operation	€214,300
Printing & postage	€2,112,206
Bank charges	€120,000
Depreciation	€1,800,000
Miscellaneous	€100,920
TOTAL EXPENSES	€27,931,272
Adjust for:	
Depreciation	(€1,800,000)
Capital Funding	
Capital Expenditure	€800,000
Surplus/(deficit)	(€2,441,834)
<i>Transfer from Reserves</i>	€2,441,834
Outturn for the Year	€0
2023 Initiatives (based on Approved Business Cases):	€1,750,000
- Transfer from reserves	(€1,750,000)
2023 Net Surplus/(deficit)	€0

