

# Business Plan 2025



# Contents

<b>Introduction</b>	<b>2</b>
<b>Business Plan Objectives for 2025</b>	<b>3</b>
A. Maintain the register of tenancies	4
B. Resolve disputes	5
C. Ensure compliance with rental law	6
D. Provide information, research, data and insights	7
E. Enable effective organisational performance	9



# Introduction

**This Business Plan covers the final year of the 3-year period covered by the Residential Tenancies Board'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 2024, we made progress across each of these areas. During 2025, 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 2025, 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. It should be noted that the deliverables outlined in this plan are dependent on budgetary decisions and allocations.

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 alert 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 2025

**This Business Plan sets out specific business objectives to be delivered during 2025 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 2024 Business Plan; our 2025 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).

## A. Registering tenancies

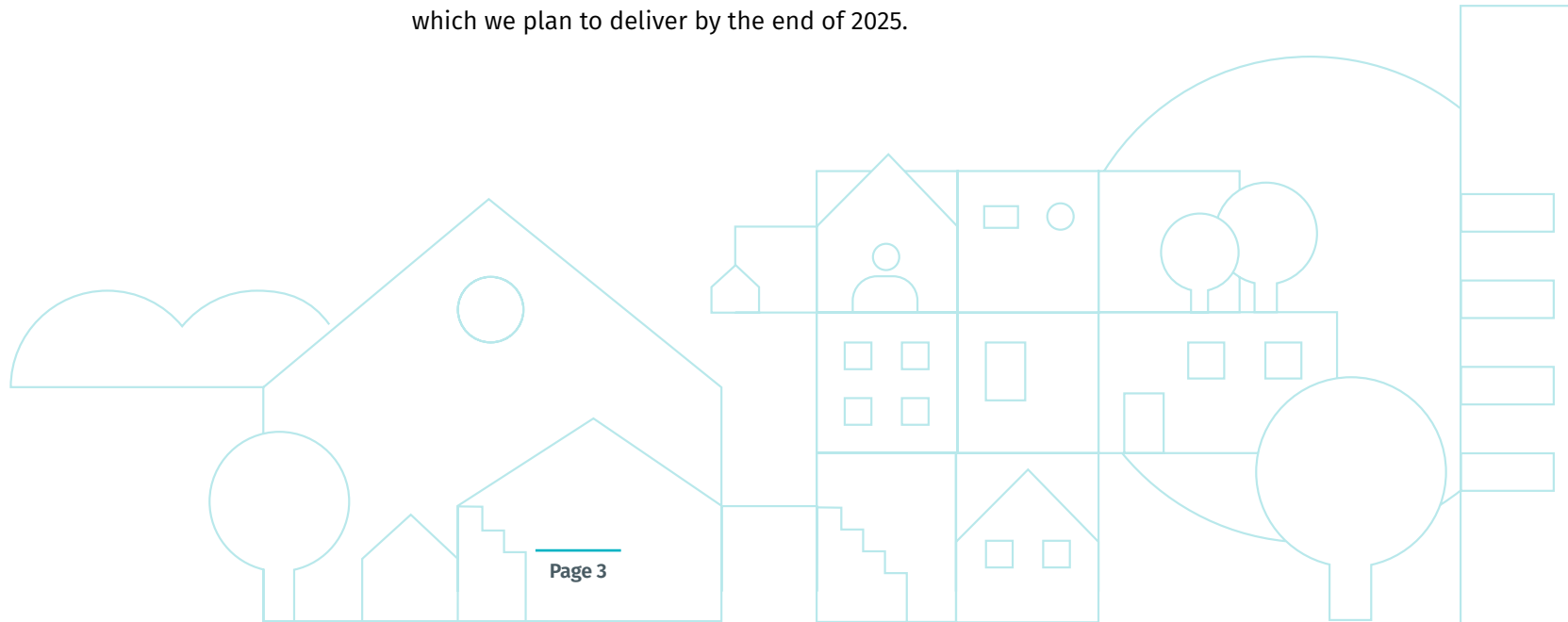
## B. Resolving disputes

## C. Ensuring compliance

## D. Providing accurate information, research, data and insights

## E. Enabling effective organisational performance

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 2025.



## A. Maintain the register of tenancies



Objective	Expected Outcomes in 2025	Timing					Specific Deliverables 2025
		Q1	Q2	Q3	Q4	2026	
<b>A.1 Maintain the register of tenancies to a high standard of accuracy</b>	The RTB register is accepted as the definitive, trusted source of information on registered tenancies for policy makers and the public.	✓	✓	✓	✓		A.1.1 Enhance periodic reporting on the profile of the register of tenancies which will include: <ul style="list-style-type: none"> <li>■ Publishing meaningful insights on the RTB website to better inform policymakers and the public.</li> </ul>
<b>A.2 Enhance customer end-to-end registration experience</b>	Optimised annual registration process	✓	✓				A.2.1 The RTB will review late fee pathways and procedures and engage with stakeholders.
				✓	✓		A.2.2 Enhance the annual registration process.
	Implement a Quality Management System			✓	✓		A.2.3 Scope out ISO 9001 certification.
<b>A.3 Optimise customer service processes</b>	Review of the Customer Experience	✓	✓				A.3.1. Implementation of Interactive Voice Response (IVR) solution for the RTB contact centre.

## B. Resolve disputes

Objective	Expected Outcomes in 2025	Timing					Specific Deliverables 2025
		Q1	Q2	Q3	Q4	2026	
<b>B.1 Optimise time performance of the dispute resolution service</b>	Design and implement a new Dispute Case Management System	✓	✓	✓			<p>B1.1. With designing a new case management system, there is opportunity to assess and define our desired end-to-end dispute customer journey. Key deliverables associated with this in 2025 to include:</p> <ul style="list-style-type: none"> <li>Disputes customer journey defined through stakeholder engagement.</li> <li>System requirements defined adopting a customer centric approach.</li> <li>Documented Standard Operating Procedures (SOPs) for new process flows in place to manage defined timeframes and priority cases.</li> </ul>
	Performance metrics published on a quarterly basis demonstrating that the time efficiency of the dispute resolution service is being maximised.			✓	✓		<p>B1.2 Develop and agree plan for continued optimisation timeframes in 2025 to include:</p> <ul style="list-style-type: none"> <li>defining timeframes and publishing same</li> <li>process and policy changes where required</li> </ul>
		✓	✓	✓	✓		<p>B1.3 Publish RTB performance against committed timeframes on a quarterly basis. This is linked to D.3.3.</p>
<b>B.2 Operationalise our pilot disputes early intervention programme</b> <b>(This is a Housing for All objective)</b>	All operational requirements have been defined and resources agreed with the Department of Housing, Heritage and Local Government.		✓	✓			<p>B.2.1. Specify requirements for the full-scale disputes early intervention programme, including staff training programme, implementation of new processes across the team and defining KPIs.</p>
				✓	✓		<p>B.2.2. Commence transition of dispute assessment in-house enabling full scale early intervention rollout.</p>
				✓	✓		<p>B.2.3 Communicate the RTB's early intervention model to key stakeholders and the public, increasing education and awareness of their rights and responsibilities.</p>
<b>B.3 Implement an intervention scheme for improved compliance with Determination Orders</b>		✓	✓				<p>B.3.1 Specify requirements for a full-scale Determination Order intervention programme, including required staff resources and appropriate funding.</p>

## C. Ensure compliance with rental law



Objective	Expected Outcomes in 2025	Timing					Specific Deliverables 2025
		Q1	Q2	Q3	Q4	2026	
<b>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</b>	The RTB has a progressed its programme of compliance and enforcement activities in place, all of which are appropriately resourced and managed.	✓	✓	✓	✓		C.1.1 Execute operational plan to progress RTB's programme of compliance and enforcement activities. This will include: ■ Helping landlords better self-serve through raising awareness and understanding of what being compliant looks like.
		✓	✓				C.1.2. Workforce plan is developed to support compliance and enforcement activity at scale
				✓	✓		C.1.3. Complete compliance system requirements scoping exercise.
		✓	✓				C.1.4. Continue the development of a compliance risk matrix that can be applied to referral data to help progress compliance and investigations in line with business priorities.
		✓	✓	✓	✓		C.1.5. RTB uses its powers under Residential Tenancies Act (RTA) to enforce compliance.

## D. Provide information, research, data and insights



Objective	Expected Outcomes in 2025	Timing					Specific Deliverables 2025
		Q1	Q2	Q3	Q4	2026	
<b>D.1 Optimise the RTB website</b>	The RTB website is an important asset and an effective communication and information resource between the RTB and our stakeholders.	✓	✓	✓	✓		D.1.1 Simplify the RTB website in the most cost-effective way possible to make more accessible and enhance user experience.
<b>D.2 Ensure strategic focus of RTB Communications</b>	RTB's communication strategy is implemented and important information relating to the RTB's functions is properly conveyed to key stakeholders.	✓	✓	✓	✓		D.2.1. Progress RTB Communications Strategy with an in-house RTB team which will include: <ul style="list-style-type: none"> <li>Information made available to diverse communities</li> <li>Social media strategy developed</li> <li>Increased public information provision campaigns</li> <li>Leadership media training complete.</li> </ul>
<b>D.3 Develop and publish Key Performance Indicators</b>	The RTB has a suite of appropriate and meaningful Key Performance Indicators in place to monitor and report on performance.		✓				D.3.1 Certain Key Performance Indicators are published on the RTB website.
				✓	✓		D.3.2 Enhance enterprise reporting capability to include management reports, business intelligence and operational dashboards.
<b>D.4 Progress data sharing agreement with the Revenue Commissioners (This is a Housing for All objective)</b>	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.	✓	✓				D.4.1 Agreement in place for data sharing arrangements between RTB and Revenue.
				✓	✓	✓	D.4.2. Operationalise the data sharing agreement with the Revenue Commissioners.
<b>D.5 Enhance RTB research and insights capability</b>	Define RTB's research programme with key priority topics identified	✓	✓				D.5.1 Following consultation with the Department scope a 2-year research programme.



Objective	Expected Outcomes in 2025	Timing					Specific Deliverables 2025
		Q1	Q2	Q3	Q4	2026	
<b>D.6 Develop and publish key sector insights</b>	This is linked to A1.1. above to publish meaningful insights to better inform policymakers and the public.	✓	✓	✓	✓		D.6.1 See A1.1 above. In addition, key deliverables for 2025 will include publishing the Quarterly Rent Index.
<b>D.7. Implement RTB's Information Governance Framework</b>	RTB's Information Governance Framework will be operationalised to drive better ways of managing data, driving data compliance and consistent data management work practices.	✓	✓	✓	✓		D.7.1 Commence implementation of the records management plan, which will include: <ul style="list-style-type: none"> <li>■ Controlled erasure of records</li> <li>■ Implementation of standardised records and data management methods</li> <li>■ Cost savings because of adoption of new processes and procedures.</li> </ul>

## E. Enable effective organisational performance



Objective	Expected Outcomes in 2025	Timing					Specific Deliverables 2025
		Q1	Q2	Q3	Q4	2026	
<b>E.1. Define the financial plan for 2025 and 2026</b>	A financial plan has been defined which incorporates appropriate, pre-approved use of existing reserves as part of RTB's overall finances.	✓					E.1.1. Completion of income projection exercise in 2025 for the next 2 years, expenditure analysis with a view to developing a plan to utilise reserves, including potential investment options.
<b>E.2. Progress implementation of RTB's Target Operating Model</b>	RTB has an enhanced organisation structure, ways of working and culture with processes enabled by appropriate technologies aligned to the vision outlined in the Target Operating Model.	✓	✓	✓	✓	✓	E.2.1. Scope implementation of a Project Management Office to drive forward RTB's transformation programme.
		✓	✓	✓	✓	✓	E.2.2. Scope implementation of a workforce plan to support new Target Operating Model and include in budget submission for 2026.
	Enhance RTB HR and Learning and Development processes and procedures	✓	✓	✓	✓	✓	E.2.3 Pilot learning path development for key business areas.
		✓	✓	✓	✓	✓	E.2.4. Roll out new PMDS process.
		✓	✓	✓	✓	✓	E.2.5. Through completing a market sounding of potential HR systems, RTB will be in a position to select a technology and outline procurement plans for 2026.
		✓	✓	✓	✓	✓	E.2.6. Publish RTB HR Strategy.
	Enhance RTB employee experience	✓	✓	✓	✓	✓	E.2.7. Facilitate HSA Employee Work Positive initiative.
		✓	✓	✓	✓	✓	E.2.8. Mobilise peer-to-peer forums to cultivate a culture of experience and knowledge sharing.

Objective	Expected Outcomes in 2025	Timing					Specific Deliverables 2025
		Q1	Q2	Q3	Q4	2026	
<b>E.3 Maintain and further develop good governance practices within the RTB</b>	RTB is meeting all requirements of the Code of Governance and generally accepted good practice.	✓	✓				E.3.1. Facilitate Periodic Critical Review under the Code of Practice for the Governance of State Bodies.
		✓					E.3.2 Implement new subcommittee structure.
		✓	✓				E.3.3. Framework for all governance policies and procedures is established.
			✓	✓			E.3.4 Board external evaluation.
	RTB has appropriate governance framework and oversight mechanisms in place for its quasi-judicial decision makers.			✓	✓		E.3.5. 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.3.6. Complete DRC panel recruitment.
<b>E.4 Develop RTB Digital Roadmap for 2025/2026</b>	The RTB has a medium- term (12-24 month) programme of work to support the operation of the RTB pending procurement of a number of key vendors.	✓					E.4.1 Develop and implement a digital roadmap underpinned by a work programme of ICT projects for 2025/2026.
		✓	✓				E.4.2. Commence work programme of ICT projects to deliver the roadmap.
<b>E.5 Develop and deliver service management framework in Digital Function.</b>	Standardised service management framework implemented for Digital & Data function.	✓	✓	✓	✓		E.5.1. YaSM Service Management Framework implemented including driving organisational adoption of YaSM.
<b>E.6. Procurement of Digital, Data and Managed Services Provider Development Partner</b>	The RTB has completed procurement for a Digital and Data Development Partner and contract is in place.	✓	✓	✓	✓		E.6.1 Complete procurement process for a Digital and Data Development partner to include: <ul style="list-style-type: none"> <li>■ Publish to market</li> <li>■ Engage with market and enter dialogue process</li> <li>■ Develop and publish Invitation to Tender</li> <li>■ Complete tender evaluation and award contract</li> </ul>

Objective	Expected Outcomes in 2025	Timing					Specific Deliverables 2025
		Q1	Q2	Q3	Q4	2026	
<b>E.7. Ensure compliance with NIS2 cyber security regulations</b>	Enhance the security of network and information systems across the RTB, with immediate focus on ensuring optimal compliance with NIS2 requirements and ensure staff are trained accordingly.	✓	✓	✓	✓		E.7.1 The RTB has a comprehensive NIS2 action plan in place encompassing all relevant actions, including: <ul style="list-style-type: none"> <li>■ Business Continuity</li> <li>■ Cyber Incident</li> <li>■ Recovery Plan</li> <li>■ Staff training</li> </ul>
<b>E.8. Procurement of BPO Partner</b>	The RTB has completed procurement for a BPO partner and contract is in place.	✓	✓				E.8.1 Complete procurement process for outsourced Customer Support and Document Management activities to include: <ul style="list-style-type: none"> <li>■ Reassessment of business requirements in line with ICT pipeline</li> <li>■ Award contract</li> <li>■ Develop transition plan</li> <li>■ Transition and integrate</li> <li>■ Review and optimise operations as needed</li> </ul>
<b>E.9. RTB progresses its climate action mandate</b>	Internally RTB is meeting, and ideally exceeding, all relevant climate action requirements. Externally RTB is leveraging data and insights to facilitate policy development and implementation.		✓	✓			E.9.1 The RTB has a comprehensive action plan in place encompassing all relevant actions, including staff training and raising awareness of climate action statement.
<b>E.10. Optimise Financial Processes enabled by technology</b>	Complete market sounding of possible financial systems aligned to the vision of the RTB.	✓	✓				E.10.1. Through completing a market sounding of potential financial systems, RTB will be in a position to select a technology and outline procurement plans for 2026.
<b>E.11. Review all income sources</b>	Optimise income generating avenues.			✓	✓		E.11.1. Review of RTB income sources which includes the Exchequer, registrations and other fees incomes.

Objective	Expected Outcomes in 2025	Timing					Specific Deliverables 2025
		Q1	Q2	Q3	Q4	2026	
<b>E.12 Define new corporate strategy 2026-2029</b>	RTB's new strategy is drafted and submitted to the Board in December 2025 incorporating all key stakeholder input.	✓	✓	✓	✓		E.12.1. RTB Strategy 2026-2029 drafted including: <ul style="list-style-type: none"> <li>■ Consultation with Minister</li> <li>■ Stakeholder engagement complete</li> <li>■ Draft strategy shared with Department Board approval achieved.</li> </ul>
<b>E.13 Implementation of RTA amendment Act 3</b>	Operationalise the amendments as required.		✓	✓	✓		E.13.1. Working with the Department and other key stakeholders, RTB will implement the required actions arising from amendments to the RTA.



For more information, visit **rtb.ie**



Bord um Thionóntachtaí Cónaithe  
Residential Tenancies Board