



clúid housing
association

ANNUAL
REPORT
2013



CHALLENGES SOLUTIONS

2	About Clúid
4	Chief Executive Address
6	Housing Challenges, Housing Solutions 2013:
8	Housing Solution - Provide more housing
10	A room with a view
14	Housing Solution - New sources of funding
16	Housing Solution - Help people before they lose their home
18	Home is where the heart is
22	Housing Solution - Leasing
24	Housing Solution - Partnership
28	Regeneration for generations
32	Prevent housing challenges - Build communities
40	Governance
53	Reports and Financial Statements



ABOUT CLÚID

Clúid Housing Association (Clúid) is a not-for-profit organisation with a vision of a society where everyone has a great place to live. Clúid achieves this through its mission of providing quality housing and services which enable residents to create homes and thriving

communities. Clúid has 108 staff to ensure that it has the capacity to deliver this mission. To date, Clúid has provided 4,753 properties to low income families and single people in housing need all over Ireland (see county breakdown in graphic below).

4,753
homes provided
to people in
housing need

COUNTY	HOUSING PROVIDED
Carlow	178
Cavan	38
Clare	1
Cork	836
Donegal	130
Dublin	1259
Galway	256
Kerry	178
Kildare	39
Kilkenny	19
Laois	244
Leitrim	10
Limerick	86
Longford	134
Louth	335
Mayo	153
Meath	86
Monaghan	12
Offaly	63
Roscommon	25
Sligo	142
Tipperary	221
Waterford	175
Westmeath	5
Wexford	127
Wicklow	1



Clúid funds the delivery of its mission in a number of ways. Clúid does not fundraise from the general public. Sources of funding include:

Affordable rent

Clúid receives rent from all tenants. Rent is based on a proportion of household income and is always affordable.

Loans from financial institutions

Clúid funds the construction of housing by obtaining loans from financial institutions.

Loans from the government

A small government loan (covering a maximum of 30% of the funding required) plays an important role in leveraging private finance.

An availability payment from the government

Clúid repays loans using an availability payment from the government. In return for this Clúid undertakes to make the properties 'available' to people from local authority housing waiting lists.

A government scheme for housing people with particular needs

A small percentage of Clúid's properties are purchased through the Capital Assistance Scheme which is a government grant for the provision of housing for older people, people with a disability and those who have experienced homelessness.

A subsidy from the government

To contribute to the cost of housing management and maintenance, Clúid receives a subsidy from the government.

Clúid's reserve fund

Clúid is prudent with its finances and ensures that it operates within its means. This includes putting money aside in a designated reserve fund to pay for future repair and maintenance. This safeguards the housing stock, ensuring it will continue to serve the needs of residents into the future. The designated reserve is held for reinvestment in planned maintenance programmes. This is particularly important for older properties where the long-term maintenance requirements increase over time.

Financing Clúid

To deliver on its social mission in the long term, Clúid must remain financially strong. Clúid is a not-for-profit organisation, focused on ensuring its resources are best utilised to enable it to continue to supply high quality housing to existing and future tenants.



CHIEF EXECUTIVE ADDRESS

Address by Chief Executive,
Brian O’Gorman,
Clúid Housing Association



Clúid’s vision is of a society where everyone has a great place to live. We believe in an Ireland where every family and individual lives in quality, affordable homes. This isn’t just important for those on low incomes. It is a fundamental ingredient of a successful nation. Our thriving communities, our active residents, our secure streets and neighbourhoods influence wider communities, businesses, nearby towns and cities across the country.

This social mission is at Clúid’s core. It provides the rationale for Clúid, the reason for its establishment and why it exists today. This mission is the very soul of our organisation. It is what drives us to realise our ambition.

Corporate social responsibility influences the operations of many private enterprises. For Clúid, it is this ability to be socially beneficial that determines how effective we are as a business. Our core values are professionalism, innovation, sustainability, respect and collaboration. We work with partners who share a similar mission and apply corporate instruments such as private finance to respond creatively and effectively to the huge demand for social housing in Ireland.

Clúid purchased 182 new properties in 2013 by obtaining private loans. A small government loan played an important role in leveraging this finance. For example, a government loan of 10% of the total cost of 40 apartments in Adamstown, South Dublin enabled us to leverage the remaining 90% through private finance. As a result, 40 households came off the South Dublin housing waiting list and into a home of their own. One of these tenants, Noel Hanley had been homeless and living in a hostel while he was on the waiting list. Now he lives in a brand new spacious and bright apartment - a home where he can bring his children.

In Athy, Co. Kildare, Clúid completed an unfinished estate after purchasing 35 properties through NAMA, using a government loan to leverage 70% of the cost through private finance. This provided homes for 35 families on Athy Town Council’s housing waiting list. It also made the other 400 households in the estate very happy indeed, because the unfinished properties had attracted serious vandalism and anti-social behaviour. Once the estate was completed,

demand for all properties in Coneyboro increased and the estate is now an attractive place to live.

Our vision for Adamstown and Coneyboro is to enable residents to create homes and thriving communities. The prudent management of our finances ensures that we are always adequately funded to deliver on our vision to continue supplying high quality housing throughout the lifecycle of our stock. Without ongoing maintenance, the consequences of deterioration can lead to major problems.

This was evidenced on St. Michael's Road, Longford, a street that had become deeply problematic over its lifespan and was described as 'irredeemable' by housing experts. Clúid received the highest accolade at the Community Housing Awards 2013 for transforming St. Michael's Road into a beautifully designed, modern, yet traditional estate and a sustainable community.

Clúid has an exceptionally high standard of housing. We employ highly qualified, skilled and professional staff to deliver on this standard. By establishing a reputation for high quality housing management, we are able to counteract some of the challenges that commonly arise when social housing developments are planned. For example, while we may sometimes receive local objections to a proposed social housing development we argue that through our high property management standards we make social housing indistinguishable from ordinary housing.

A pairing of business with our social mission has proven to work in recent years, at a time when public spending has been drastically cut and social housing waiting lists have grown significantly. Aiming to maximise business success as a housing association is a huge step towards solving the challenge of increased demand for housing. However, our social mission will always remain at the core of our work and it is what motivates us to succeed.

"Clúid's vision is of a society where everyone has a great place to live. We believe in an Ireland where every family and individual lives in quality, affordable homes."



HOUSING CHALLENGES, HOUSING SOLUTIONS 2013

Challenge: More people need housing

CHALLENGE:
Capital spending cut by
85%

SOLUTION:
New sources of funding



CHALLENGE:
89,872
Households need housing

SOLUTION:
Provide more housing



4,753

Number of Clúid houses
and counting



CHALLENGE:

Difficulties for local authorities

With funding repairs, ongoing management of properties, major regeneration projects, as well as increasing housing provision

SOLUTION:

Partnership

In 2013 Longford Town Council and Clúid received the top accolade at the Community Housing Awards in recognition of their partnership in transforming an 'irredeemable' neighbourhood



CHALLENGE:

Households in fear of repossessions

SOLUTION:

Help people before they lose their home



CHALLENGE:

3,500

Unoccupied houses

SOLUTION:

Leasing

PROVIDE MORE HOUSING

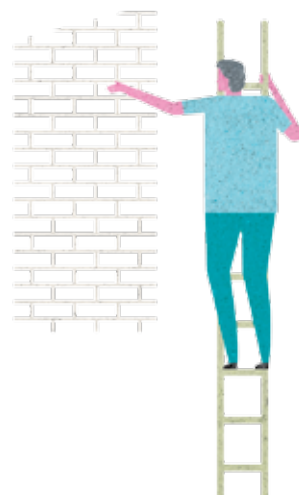
Clúid has been at the forefront of innovation and transforming housing provision in Ireland. In 2013, Clúid provided 407 new social housing units across the country. These were provided to households on the local authority housing waiting lists.

The graph on page 9 displays the various acquisition channels which led to the delivery of these homes. The variation enables Clúid to manage risk, broaden the range of schemes for consideration and increase housing provision as much as possible.

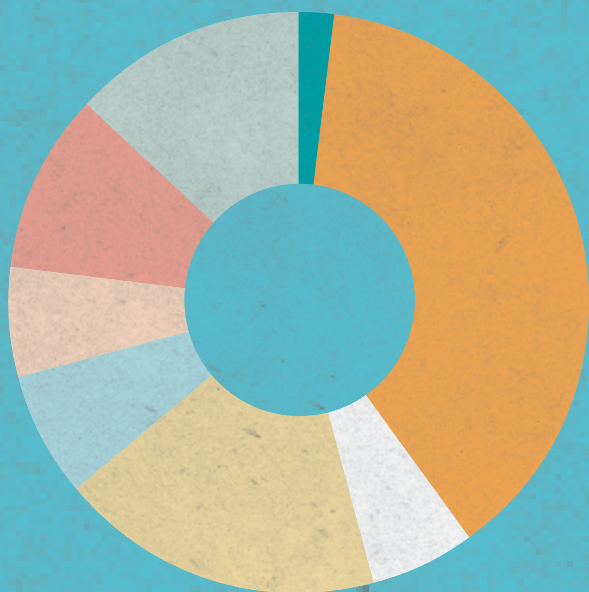
Clúid purchased 44% of the total additional housing provided in 2013, using private finance, 6% of which was through the Mortgage-to-Rent scheme. 18% were leased by Clúid from local authorities. 7% were leased within the private sector and 6% were leased through NARPS, a special purpose vehicle established by NAMA which leases out some of its vacant stock to social housing providers. 10% were purchased by Clúid through CAS (the Capital Assistance Scheme, which is a government grant for the provision of housing for older people, people with a disability and those who have experienced homelessness). Over 13% are owned by others and managed by Clúid. Finally 2% were purchased by Clúid through the now-defunct Capital Loan and Subsidy Scheme (CLSS).

In 2013, Clúid altered its operational structure to better respond to the vastly changed landscape of social housing provision. Clúid's New Business team combines construction, design and project management expertise with a strong orientation towards innovation. The chief task of the new team is to build on existing opportunities and identify new prospects for increasing housing provision across the country.

Clúid is strongly committed to increasing housing provision. A total of 407 households moving into homes in 2013 is a demonstration of this. However, many more households are in need of affordable good quality housing. The housing association sector, which was given a key role in the provision of social housing in 2011, faces enormous change and challenges if it is to meet expectations. Collaborating and working together can help to overcome these challenges and open up new opportunities and innovative solutions. While Clúid is aware of the many demands on exchequer finance, it believes that the construction of social housing not only makes a life changing difference to those housed but also acts as an important labour market activation mechanism. Construction generates employment and brings work to the many construction workers who have been underutilised since the collapse of the property market.

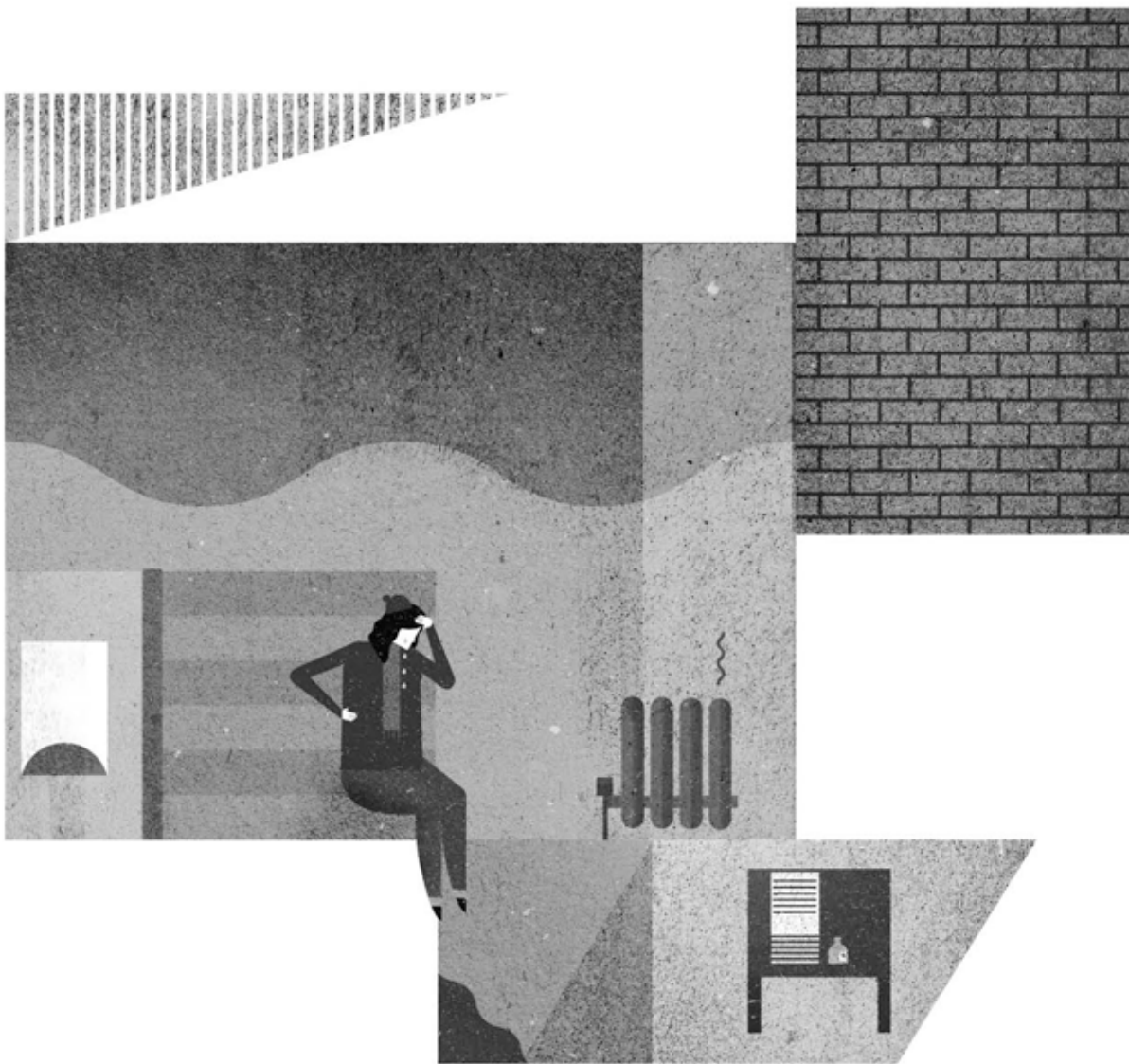


Providing additional housing in 2013



- 38% Purchased with private finance
- 6% Purchased through Mortgage-to-Rent with private finance
- 18% Leased from local authorities
- 7% Leased within private sector
- 6% Leased through NARPs (National Asset Residential Property Services)
- 10% Purchased through CAS
- 13% Managed on behalf of others
- 2% Purchased using the last of the Capital Loan and Subsidy Scheme

In 2013, Clúid provided 407 new social housing units across the country. These were provided to households on the local authority housing waiting lists.



A ROOM WITH A VIEW... AND SO MUCH MORE

Imagine being cold all the time. Imagine being constantly sick and worried about bills. Imagine the stress of moving house again and again, in the vain hope that things might improve. Imagine the loneliness of battling against it all on your own. Mary Stephens doesn't have to imagine. This was her life.

Lucinda McNally met Mary to hear at first hand the story of how Clúid can change a life.

By 2013, Mary Stephens had been on the housing waiting list for eight years. Her life was a succession of moves from one cold, cramped bedsit to the next. She lived in the vain hope that every move would be the 'right' one. It never was. Everywhere she went brought its own problems. Most places were cold, damp and impossible to heat. In fact, one block of flats where Mary lived at one stage was eventually closed down because of dampness. She never had enough space. The locations were unsuitable. She felt isolated and lonely all the time. Added to all that misery was a further complication – Mary was unwell.

She was diagnosed 12 years ago with a kidney disorder, hydronephrosis. The condition means

she has reduced kidney function and needs regular hospital treatment. Commuting the 11 miles from her last location in Claregalway to the hospital was a nightmare.

But, even apart from the difficult commute, Mary's life had become a vicious circle of illness and despair. Living in cold, damp apartments was starting to seriously compromise her health. She was constantly cold but had to scrimp on heating because the cost was so high. In turn, she got one kidney infection after the next and was almost always on antibiotics. After eight years of waiting and moving, she was completely worn down by the challenge of it all. In her own words, she was exhausted.

And then along came Clúid.

In November 2013, Mary moved into Clúid's newest housing scheme in Galway. She



now lives in a two-bed apartment five minutes from the hospital and her life has totally changed.

"At long last I have no more moving to think about," she beams. "I am so happy with the standard of this apartment. It is so spacious, safe and warm. This is the first winter I haven't got a kidney infection."

Most importantly for Mary, though, is the fact that the comfort and warmth she now enjoys is affordable. She tells me about getting her first ESB bill in her new home. "I thought it was a mistake," she says. "It was practically nothing compared to what I would use in the other flats and they were still cold."

Mary heard about Clúid from her local TD, Noel Grealish, and she is, she tells me, very grateful to him for his help and advice. "He said I would be extremely happy with Clúid," she says, "– that they're a really good group of people."

Happily, the Clúid personnel Mary dealt with are living up to that reputation. She speaks highly of Ben, the Housing Officer and Brendan, the Housing Manager. "You're left waiting for nothing and you're not dismissed," she says. "You're left feeling as if you're important to them," she adds. The respect and understanding shown to Mary by everyone she has dealt with is important to her.

"Because you're sick, it's not nice to be classed as just a social welfare recipient. You're so sick and it's not fair to be classed as not working... All the years I did work, at least I have something to show for it."

But it's not just the basics of physical well-being that Mary appreciates in her new home. As a person living alone, she loves the sense of community and the comfort of having neighbours.

"There's a great sense of security in knowing there are other people around," she says. "You can live securely on your own because there are people in other apartments. I know I can go to any of the neighbours and I know there is someone there if I'm very sick."

And there are other benefits that were, perhaps, unexpected but nonetheless very welcome. Not only has Mary a spacious new home. She has a scenic view from her windows. In her previous apartment, she was looking out at a brick wall. Anyone would appreciate a beautiful view, but, for Mary, an upcoming artist, it's a real bonus.

"Painting is my big hobby," she tells me. "It's the main thing I occupy my life with. If I did nothing else for the rest of my life, I would just paint this view."

In every sense, the view has improved dramatically for Mary. Her new home, she says, has given her life a complete boost. "I'm so proud to invite people over," she says. It makes her feel good about herself, she tells me, that people are commenting on how nice her home is and how well she keeps it. "It motivates me to keep it that way," she says. When people come to visit her, they ask her if she realises how lucky she is to have such a lovely home. After eight years of moving, waiting, fretting and worrying, her answer to that question is a heartfelt "I certainly do."

4,753

Number of Clúid houses
and counting ...



" I am so happy with the standard of this apartment. It is so spacious, safe and warm. This is the first winter I haven't got a kidney infection. "

NEW SOURCES OF FUNDING

Social housing has experienced a dramatic cutback in capital funding in recent years. The Government's Housing Policy Statement placed housing associations 'at the heart of the government's vision for social housing provision' because some housing associations can source finance through private financial institutions, which reduces significantly their dependence on government funding.

Clúid purchased 182 properties in 2013 by using a small government loan, the Capital Advance Leasing Facility (CALF), to leverage the remaining finance from a financial institution. This is the model which funds social housing throughout Europe.

This innovative funding model is taking a modest capital budget much further and making secure housing a reality for many more people than would have been possible.

In some cases, Clúid purchased properties by using only 10% of the cost from a government loan to leverage the remaining 90% from a bank in 2013.

Clúid repays the loans using income from rent received from tenants and an availability payment from the Department of Environment, Community and Local Government (DoECLG), which helps to fill the gap between the income received from rent and the loan repayments. This availability payment is backed by an agreement to allow the local authority sole nominating rights to the properties for the duration of the agreement. This means that all properties that come into Clúid's portfolio are provided directly to households on the local authority housing waiting lists. Clúid believes that housing provision will increase substantially using private finance.



Financing Clúid

For example in 2013, in Castlegate Hall, Adamstown, Lucan, South Dublin, Clúid took 40 households off the South Dublin housing waiting list and into high quality homes. The 40 brand new spacious and bright apartments were purchased by Clúid from the Developer, Castlethorn Construction Ltd., at a total cost of €4.4 million. 10% of this was raised from CALF and Clúid leveraged 90% of the remaining finance needed from Ulster Bank in the form of a long-term mortgage.

Clúid will repay the loans using a combination of the rental payments from the tenants in Castlegate Hall and an availability payment from South Dublin County Council. In return for the availability payment, Clúid entered into an agreement to allow South Dublin County Council sole nominating rights to the properties for the duration of the agreement.

Appropriate regulation of the housing association sector is an essential element in the creation of an environment in which more private funders will lend to housing associations. It also helps to:

- Protect public investment in the sector
- Protect and advance the rights of existing and future housing association tenants
- Act as a driver to improve housing association performance
- Ensure where possible that housing associations take action to avoid financial difficulty.



HELP PEOPLE BEFORE THEY LOSE THEIR HOME

Clúid has, for some considerable time, been a strong advocate of independent regulation of the housing association sector and is represented on a group that has been established to advise on the regulation of financial areas. Clúid welcomed the introduction of a voluntary regulatory code in July 2013 and now urges the government to put this code on a statutory basis as soon as practicably possible. This, when it is incorporated into the regulation framework, will mark a significant step forward in developing an environment that will encourage investment in social housing.

There are several thousand households in Ireland whose home ownership has become a financial millstone and a source of great anxiety. Mortgage-to-Rent is a scheme that aims to help some people who have serious mortgage difficulties and are unlikely ever to make full repayments on their mortgage in the future.

Although it is not a panacea, it can dramatically transform the lives of a small proportion of people in desperate need. Mortgage-to-Rent involves the borrower's property being sold to a housing association, so that they continue to stay in their home, but as a housing association tenant paying an affordable rent rather than as an owner occupier with an unaffordable mortgage.

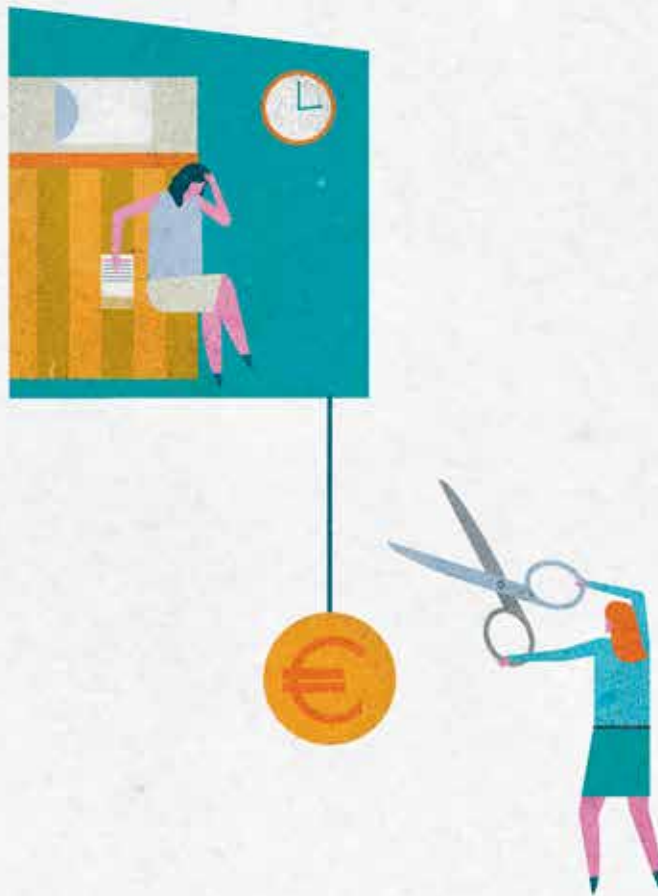
In 2013, Clúid and a range of partners prevented 27 households from losing their homes through this scheme. Because it is very new and unique, the process involved in these 27 cases was not without its challenges.

Each individual case involved a high number of individuals and agencies, including the household, the bank, the DoECLG, the local authority and the housing association. However the commitment and determination by all stakeholders involved led to a number of successful cases. In these cases the impact on the lives of the families is vast (see p. 18).

Clúid has been endeavouring to improve the scheme's performance to enable greater numbers of households to participate, and has been working closely with the Housing Agency, the DoECLG, and mortgage lenders to achieve this. However, the overall output to date has been extremely disappointing and has fallen far below government expectations. For as long as the scheme remains viable, Clúid will continue to strive to maximise the commitment and involvement of all stakeholders so that as many households as possible can benefit from this scheme.

Financing Clúid

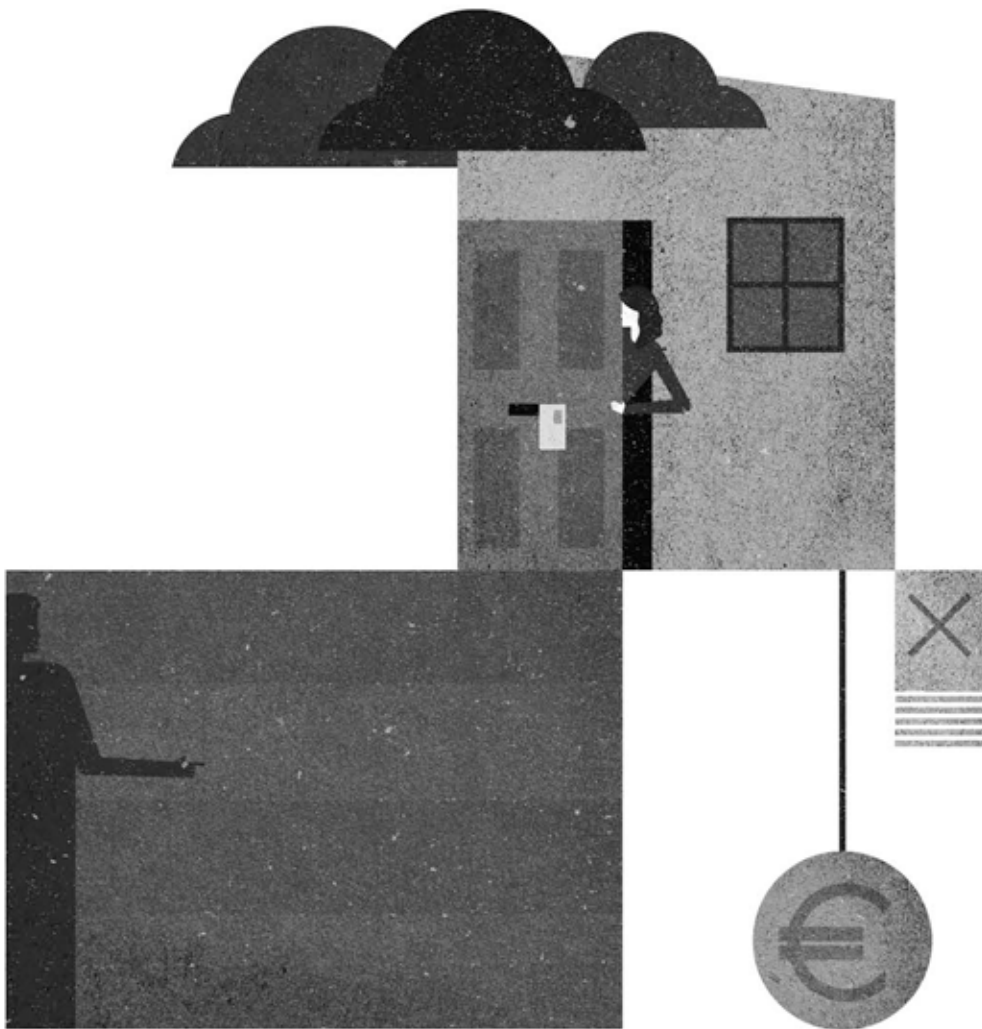
27 properties purchased, using private finance to prevent families from losing their home in 2013.



Mortgage-to-Rent can dramatically transform the lives of a small proportion of people in desperate need.

HOME IS WHERE THE HEART IS AND CLÚID CAN HELP TO KEEP IT THERE

Many are facing repossession and uncertainty. Nobody ever imagines that things could go so wrong and nobody ever plans for it. It becomes a living nightmare of unrelenting stress.



Lucinda McNally interviews Gemma and Eibhlin – two dedicated Clúid workers who are helping families through the process of the Mortgage-to-Rent scheme.

Anyone who's ever built or bought a house will know the thrill and excitement of moving-in day. When you cross the threshold for the very first time, your life changes. Your hopes, dreams and plans have all led to this moment. It's an exciting time – particularly if there are children involved. Everyone gets busy exploring and sorting out their own space. This is what you planned and dreamt of. You haven't just stepped into a house – you've stepped into your home.

But, unfortunately, the dream has turned to a nightmare for many people who now find themselves struggling to meet their mortgage payments. Their lives and circumstances have changed dramatically and many are facing repossession and uncertainty. Nobody ever imagines that things could go so wrong and nobody ever plans for it. It becomes a living nightmare of unrelenting stress.

Help is at hand, though, for at least some in this situation. And, for 27 families last year, Clúid's Mortgage-to-Rent scheme enabled them to remain in their homes without the dreadful burden of an unpayable mortgage. The fact that 27 households have been freed from this stress and worry is down to two dedicated Clúid workers.

Gemma and Eibhlin run the mortgage-to-rent scheme for Clúid. They see the reality of the stress and misery that people experience and the humanity and compassion of both these workers shines through. They talk about how distressing it is for individuals and families.

"We receive very distressing calls even before the property is assigned to Clúid", says Gemma. "Often, it's the first time that the individual gets to offload everything so they give you the full history which can be really

traumatic. Most have young families and are at the stage of eviction proceedings so they are really worried about their children. They're terrified of becoming homeless."

Eibhlin too has eye-opening examples to relate.

"There was one lady who rang me and she was distraught - often breaking down during the phone conversation. I'll never forget taking that phone call. It was very traumatic. It wasn't even about her own house. She was representing her sister who had had a nervous breakdown because her home was about to be taken away from her. She couldn't deal with the stress of the unsustainable mortgage any more, so her sister was helping her."

Happily, this particular case worked out and the caller's sister is now secure in her home as a Clúid tenant, without the worry of an unsustainable debt hanging over her. What's even more impressive, though, is the human touch, the warmth and the pride with which Gemma and Eibhlin approach their work.

"I'm so delighted that we were in a position to help that lady," says Eibhlin. "I actually turned around to her afterwards and I said 'mind yourself'. I know she was looking after her sister's interest but she was so distraught at the beginning of it all I was actually worried about her as well."

That example shows that each case can bring its own unique problems. Another case that Gemma and Eibhlin dealt with was a mother-and-daughter household.

"This was a really unusual case," Gemma tells me. "The daughter is in her late twenties and requires 24-hour care because she has a range of disabilities. Over the years, they availed of grants through the local authority to have works done to the house. So it was really important to them to remain in a home that was already adapted to suit the young woman's needs. They were terrified of losing

their home because the mortgage had become unsustainable.”

Both Gemma and Eibhlin worked on this case but met many problems along the way. Rather than give up, though, when all other routes were closed, Gemma persisted and applied for funding from the Department of the Environment, Community and Local Government’s Capital Assistance Scheme. The application was successful and the case will have a happy ending after all.

“They could have been homeless”, says Eibhlin. “There has been a huge amount of work for everybody just to get that one property across the line. Between ourselves, the Housing Agency, the local authority, the

Department and the lender, there were a lot of people involved to make it work for that family.”

Like any new scheme, Mortgage-to-Rent is still finding its way. One of the problems identified is the number of stakeholders who can be involved in any one case. It can make for slow administration at times, which is frustrating, but Gemma and Eibhlin are totally committed.

“Yes – it’s a new scheme,” says Eibhlin, “so it’s not perfect yet. But for those who need it the most, it’s a lifeline. It really is important that all stakeholders – us, the lenders, the local authorities, the Housing Agency and Government Departments – remain committed”.



“ There was one lady who rang me and she was distraught - often breaking down during the phone conversation. I’ll never forget taking that phone call. It was very traumatic. ”

LEASING

Leasing has played an increasingly important role in meeting housing need through utilising empty houses and apartments for social housing. In 2013 Clúid provided 125 additional homes to households on local authority waiting lists by leasing previously unoccupied properties from local authorities, private landlords and through NAMA via the National Asset Residential Property Services (NARPS).

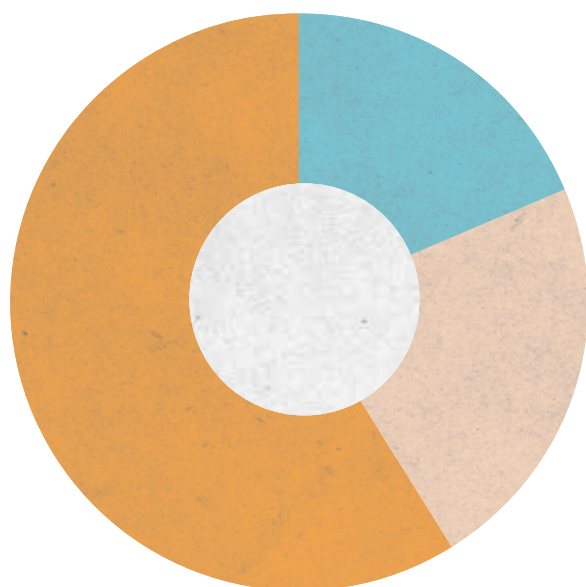
18% of the total additional housing provided in 2013 was leased from local authorities. Clúid does not pay a fee to the local authority for leasing and instead agrees to make the properties available to people on the local authority housing waiting list. Clúid incurs all the costs for management and maintenance, some of which is offset by the tenants' rent.

Financing Clúid

125 properties, through three leasing schemes are financed by rental income and a reimbursement or availability payment from the government in return for making the properties available for social housing.

7% were leased by Clúid within the private sector. Under this initiative, Clúid leases - typically for 15 years - paying the owner guaranteed rents, based on a percentage of the market rent, regardless of occupancy. The payments Clúid makes to the property owner are recouped by the DoECLG in return for an agreement that the properties are provided to households from the waiting list.

Leasing Initiatives 2013



- NARPS
- Private sector
- Local authority



CHALLENGE:
3,500
Unoccupied houses

SOLUTION:
Leasing

The rents paid by the tenants make a contribution to the costs of repair and maintenance of the dwellings.

Finally, 6% were leased by Clúid through NARPs. This is a special purpose vehicle established by NAMA which leases out some of its vacant stock to social housing providers. Lease payments are covered by an availability payment from government in return for which the housing association undertakes to rent the dwellings to people from the local authority's housing waiting list. Clúid has been working closely with NARPS and other agencies, with the aim of developing a workable model that will lead to the leasing of a significant number of units from NARPS.

Under all three leasing initiatives, Clúid currently takes over the majority of day-to-day maintenance and repairing obligations on the property. In some cases, the rent paid to

Clúid is not enough to pay for all the costs of repairs and maintenance and other costs. Clúid cannot afford to make a loss, so in these circumstances the leasing scheme cannot proceed.

Clúid believes that leasing is very important for achieving a high scale of housing supply and reducing housing waiting lists within the context of limited funding. However the financial viability of leasing schemes has to be examined closely to ensure a sustainable leasing agreement.

Financing Clúid

Clúid receives rental income from tenants. Rent is based on a proportion of household income and is always affordable.

PARTNERSHIP

One of Clúid's five core values is collaboration. Clúid values partnership in achieving the best outcomes and works with a range of stakeholders including the Minister for Housing; the DoECLG; other national and local political decision makers; owner occupiers; developers; community groups; financial institutions and tenants.

Partnership brings with it a range of experience and technical and practical knowledge, which is required to meet housing need in a challenging environment. Housing provision is complex but, through collaboration and partnership, Clúid believes that the technical, financial and legal trials can be addressed effectively.

A scheme in Galway City, in 2013 provides a good example of how the participation and commitment of a range of stakeholders worked successfully. The collaborative efforts of Clúid, Túath Housing Association, Galway City Council, O'Malley Construction, NAMA, the Housing Agency and the DoECLG led to the successful purchasing and development of 26 high quality apartments, which were then provided to individuals from Galway City's housing waiting list.

Speaking at the opening of An Leargán, the Mayor of the City of Galway, Councillor Pádraig Conneely said:

" I would see not-for-profit housing associations playing an important role in building sustainable communities and increasing housing provision. "

Mayor of the City of Galway

In Coneyboro, Athy, Co. Kildare, the collaborative efforts of Clúid, Athy Town Council, Kildare County Council and NAMA led to the provision of 35 brand new two and three-bed houses. The residents who moved in included 30 families who had been on the social housing waiting list for an average of seven years. The majority of the houses bought by Clúid were in an unfinished area of Coneyboro, a large estate of 400 dwellings. Before the completion of the estate, neighbours had to contend with serious vandalism and anti-social behaviour on the remaining derelict properties. Clúid's purchase of the units enabled NAMA to invest in completing the estate and the developer was then able to complete outstanding works, including the road and green areas. One of



Minister for Housing and Planning, Ms. Jan O'Sullivan, T.D., with Clúid's New Business & Regeneration Manager, Fiona Cormican at the official opening of St. Michael's Road in Longford.



CHALLENGE:

Difficulties for local authorities

With funding repairs, ongoing management of properties, major regeneration projects, as well as increasing housing provision

SOLUTION:

Partnership

In 2013 Longford Town Council and Clúid received the top accolade at the Community Housing Awards in recognition of their partnership in transforming an 'irredeemable' neighbourhood

the residents and Mayor of Athy Town Council, Councillor Thomas Redmond, said:

" From early on, Clúid was perceived by our Coneyboro community and Athy Town Council as a positive solution to these housing problems. "

Resident of Coneyboro and Mayor of Athy Town Council

Most of Clúid's housing is occupied by households from local authority housing waiting lists, so there is a consistent collaboration with local authorities in almost all cases¹. Clúid has a very positive relationship with many local authorities and 2013 clearly highlights the benefits of working together.

A study² conducted by independent researchers in 2013 on stock transfer from local authorities to housing associations recommended a partnership between local authorities and housing associations in tackling sub-standard and derelict estates across the country. One key reason is that, in the current environment, local authorities are finding it increasingly difficult to fund major renewal projects and some are experiencing difficulties with effective management of problem estates. Housing associations such as Clúid can access finance to fund the regeneration costs and the ongoing management and maintenance of housing and neighbourhoods. Housing associations, which have a track record in effective housing and estate management have been identified as key players in future regeneration in Ireland.

1. There are some exceptions such as a small number of cases in which Clúid works with the Safe Home programme, a national organisation that aims to assist older Irish born emigrants wishing to return to Ireland.
2. In 2013 Clúid commissioned a piece of research 'Starting Afresh: Housing Associations, Stock Transfer and Regeneration' which was funded by the Adrian Norridge Housing Research Bursary.

Senior housing researcher at Delft University of Technology in the Netherlands, Mr. Gerard van Bortel spoke at the launch of 'Starting Afresh: Housing Associations, Stock Transfer and Regeneration' in 2013, saying:

" Findings from case studies in the Netherlands and the UK illustrate that housing associations are often the only agencies capable of attracting the private sector finance and mustering the long-term neighbourhood-focused commitment needed to support disadvantaged areas on their way to becoming sustainable communities. "

Senior housing researcher in the Netherlands

Many of the 3,500 local authority owned dwellings that are lying idle across the country are simply in need of repairs. Addressing this is particularly challenging in the context of severe budget restrictions. Clúid partnered with a number of local authorities in 2013 to bridge the gap and fill 74 unoccupied properties with families.

In 2013 the benefit of a collaboration between a local authority and Clúid was recognised at the Community Housing Awards, run by the Irish Council for Social Housing. After picking up the highest accolade the relationship between Clúid and Longford Town Council was described as:

" an exemplar to many other housing associations and local authorities across the country "

Executive Director of the Irish Council for Social Housing.

The partners were also recognised for their commitment to leading all stakeholders to the table, including community groups, owner occupiers on the street, neighbouring estates, architects, etc. It was a hugely successful project and one that caught the headlines of Morning Ireland, the Irish Times and other national media. This partnership transformed a street from 'irredeemable' to a sustainable home and community for generations to come. It was about encouraging all stakeholders to work together on a shared vision for a better future. See p.28 for more information on this case.

Clúid believes that in order to meet housing needs, a collaboration of housing associations and local authorities is essential. Housing associations and local authorities share the same objective - to provide high quality affordable housing to families and individuals on housing waiting lists. Their different structures mean that each can complement the work of the other, and Clúid's New Business team is keen to further develop this partnership, which combines a proactive business approach with the technical and practical expertise of local authorities. It is this collaboration of expertise, knowledge and a deep understanding of housing and communities that will overcome the enormous challenges that lie ahead.

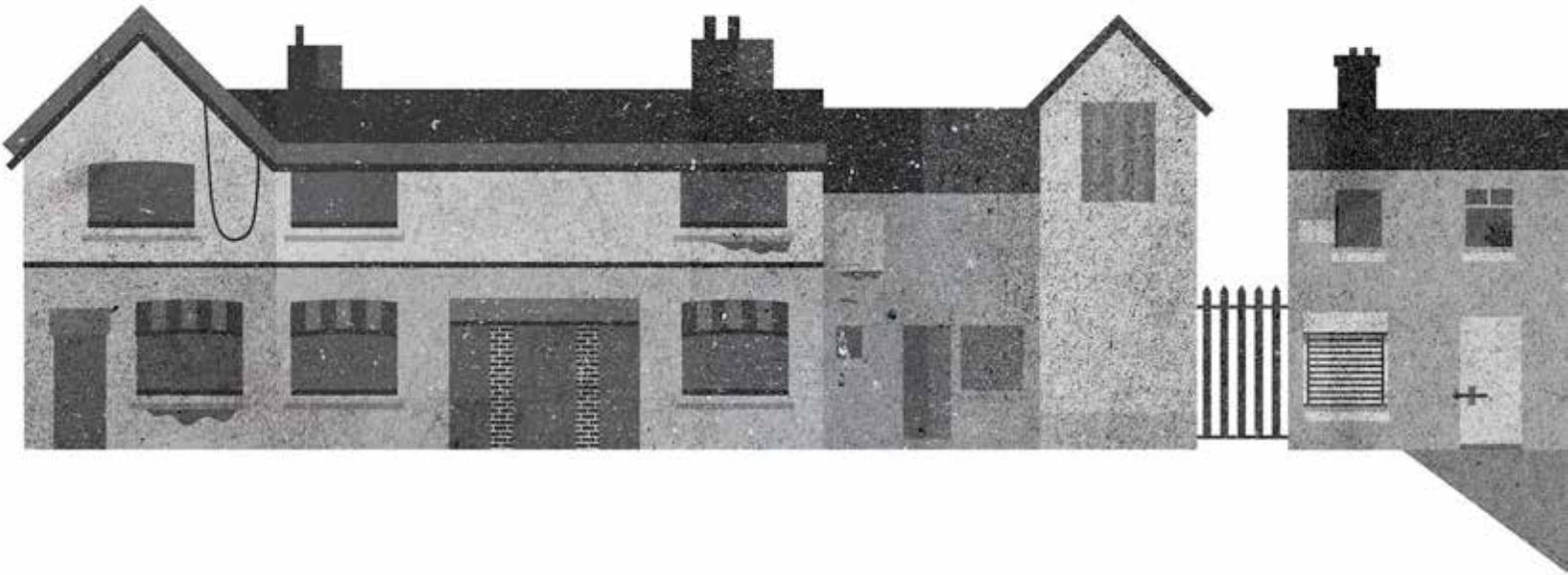
Clúid believes that in order to meet housing needs, a collaboration of housing associations and local authorities is essential.



REGENERATION FOR GENERATIONS

There once was an ugly duckling...

What do you do when a whole street and its community declines? How can you solve it when problems abound and they're bigger than you can cope with on your own? If you're thinking the Clúid way, you find a like-minded partner, lead the community and follow your heart and your vision.



Lucinda McNally reports on the total transformation of St. Michael's Road in Longford:

St. Michael's Road in Longford town was, to put it kindly, the ugly duckling that nobody wanted. Nobody saw a future for it. Quack – get out of town. The problems were daunting. Older residents were living in deplorable conditions in tiny, damp 120-year-old houses, many forced to sleep in their living room-cum-kitchens, because they were unable to climb dangerous stairs. Children were unable to play on the estate due to the heavy traffic (St. Michael's Road was used as a rat-run to avoid the town centre). Local Gardaí were contending with illegal dumping in the alleyways behind the street and the town council was receiving regular reports of anti-social

behaviour and puppy-breeding farms in the derelict properties. It was a mess. Unloved and unwanted.

But some people saw past the ugliness and glimpsed the potential of what St. Michael's Road could be. The scope, though, of what was needed was enormous – too much for one individual or agency. It was time, therefore, to join forces. Time to choose a partner and get busy.

So, in 2007, Clúid and Longford Town Council put their heads together and formed a partnership to tackle the physical decay and social debilitation of St. Michael's Road. The objective was to regenerate the street by tackling the problems head on. Together, they developed a plan for the social, physical and financial sustainability of the re-development.



They began by literally knocking on doors. The partners were committed to an inclusive approach, so the residents were approached and told of the vision for the regeneration. Their opinions were sought and respected which, in turn, re-ignited their interest and led to them being involved in a hands-on way with the plans for St. Michael's.

This inclusive culture filtered into the subsequent stages of the project. An immediate clean-up of the estate followed. Residents and Gardaí worked closely with Clúid and the Tidy Towns committee to prevent dumping and it was agreed with all residents to close the alleyways. A regeneration forum was established, consisting of tenants, owner occupiers, neighbouring estates, local councillors, Clúid staff, architects, local Gardaí and other local community representatives.

An intense series of design consultation exercises followed, providing everyone involved with an opportunity to voice their concerns and make suggestions for improvement. Whereas the initial partnership was between Clúid and Longford Town Council, the partners became the leaders of a collaborative approach to ensure that everyone's ideas were heard and everyone's needs were met. It is this model of collaborative leadership that Clúid is keen to promote elsewhere.

In turn, the collaboration and suggestions received formed the basis of the three design options offered by the architects. The regeneration forum decided on which design would suit best. Then, Longford County Council worked closely with Clúid to secure the funding for the plan from the Department of the Environment, Community and Local Government.

The result? St. Michael's Road was transformed into a comfortable, secure, pleasant environment. Today, 37 households live on St. Michael's Road - a beautifully designed, modern, yet traditional estate and a community that has been brought back to life. Longford Town Council worked with Clúid to allocate newly vacant properties that were not taken up by original residents returning to the street. It is truly a place and a community reborn.

Mayor of Longford town, Cllr. Paul Connell stated: "This innovative partnership with Clúid Housing Association has transformed a neighbourhood once described as irredeemable into a sustainable community for generations to come. Clúid's understanding of marginalised communities and the social element of regeneration is what has made St. Michael's socially, environmentally, physically and financially sustainable."

Last year, St. Michael's Road received the highest accolade at the national Community Housing Awards 2013. The prestigious ceremony, which is hosted by the Irish Council for Social Housing (ICSH), recognises and rewards excellence in social housing. Such was the scale and success of the venture that it featured prominently in the national media in November.

So the ugly duckling is no more. Rather than being ridiculed and run out of town, it has been nurtured and cared for. It has blossomed, matured and grown. It has been transformed. From the former ugliness, an elegant, safe neighbourhood and a proud community have emerged.

It's a very fine swan indeed.

Last year, St. Michael's
Road received the highest
accolade at the national
Community Housing
Awards 2013.



PREVENT HOUSING PROBLEMS - BUILD COMMUNITIES

Turning bricks and mortar into a home and community is integral to Clúid's mission. There are two key strands to achieving this mission.

The first is to establish a very high standard of housing and to ensure appropriate infrastructure in the surrounding environment. Clúid considers this to be a critical factor in maintaining the viability of housing schemes which merge seamlessly with the wider community.

The second part of Clúid's mission is to maintain this high standard. In 2013, Clúid adopted a new way of thinking for delivering high quality services and selected new contractors to partner with on delivering quality repairs. Clúid also increased its capacity, so that it could continue to provide quality homes and contribute to communities into the future.

A new way of thinking

Clúid continued its work of radically transforming its delivery of services into 2013. Throughout 2013, two teams of frontline and managerial staff worked intensively with expert consultant, Vanguard Ireland to re-design Clúid's rent services and property letting processes. The approach Clúid is taking to transform its service delivery is not just a simple process re-design. It is a fundamental change to the way the organisation thinks and understands its customers and services provided to them. Through this approach Clúid is:

- Adopting an 'outside in' view of services (i.e. from the customers' perspective)
- Working to understand customers' needs
- Establishing a clear purpose for its services
- Developing an understanding of how well current services meet this purpose
- Re-designing services to focus on the valuable work and minimise 'waste' in processes
- Using the right measures to help the organisation understand and continuously improve its work
- Aiming to improve performance and customers' experiences and to reduce costs.

This review and re-design of services is beginning to have a very positive impact on customers and the organisation. For example, in the past, it took about nine weeks on average to re-let a property. Clúid analysed the process involved and found a considerable amount of waste. Numerous forms had to be filled out by tenants and staff and there was a high refusal rate by applicants nominated for housing. With the new customer purpose in mind, Clúid adapted this process, tested new ways of working and identified major improvements, thereby ensuring that void repairs meet what the new tenant wants, and reducing staff time and contractor time spent on visits to the property. Void turnaround during the testing of new processes was reduced by 15 days. Void repair costs, staff mileage costs and administrative costs were all reduced.

This method brings a significant challenge to traditional management thinking. But the potential to achieve improvements in customer service and see efficiencies and cost savings at the same time is substantial. Clúid is excited to be implementing the first changes arising from these interventions in 2014.

Repairs service

In 2013, Clúid carried out approximately 10,000 routine repairs across the country, and an additional 245 repairs to properties that became vacant between lettings. Clúid works with external contractors to deliver the repairs service. In 2013, Clúid set out to identify the best contractual ambassadors for this role. Clúid applied an innovative approach to procurement and was recognised for this at the 2013 National Procurement Awards.

Clúid strongly believes in a partnership ethos, so that contractors understand and support Clúid's mission to provide high quality homes and services. Throughout the procurement process Clúid:

- Challenged potential suppliers to present how they could align their own values to reflect Clúid's values
- Held a 'Meet the Buyers' event for companies to share values and to challenge the social housing stereotype, making it clear what attitudes and behaviours were expected


- Carried out a series of office visits, meeting the suppliers' senior team and customer contact centres. (This enabled Clúid to verify operational statements and to understand attitudes and behaviours of staff toward the customer).

Together with the three strongest contractors selected, a partnership charter was drafted and signed by all. An agreement was made for each partner to appoint a Tenant Liaison Officer to work between Clúid's Contact Centre, the partner and the tenant, ensuring effective communication and feedback. The contractors are rewarded for excellent levels of performance with a performance related profit which is determined by residents' feedback.

Capacity

Clúid's 108 staff are vital to sustaining Clúid's mission. All of Clúid's estates have a dedicated Housing Officer, who is trained to reach a very high standard in housing management and licenced by the Property Services Regulatory Authority. Housing Officers provide a range of housing management services including rent collection, arrears management, lettings and void management. Larger housing schemes have scheme wardens who are a constant presence in the community. Many schemes for older people employ scheme managers who ensure the smooth operation of the scheme. Clúid also employs technical officers, technical managers and repairs operatives to provide repairs, cyclical maintenance, asset management and stock condition, and caretakers to provide cleaning and grounds maintenance.



An orange circle graphic containing text.

Clúid has been
named as a
Great Place to
Work for four
years in a row.

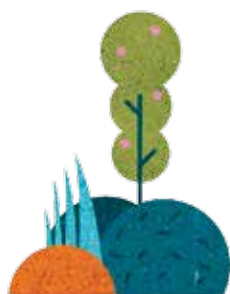
Clúid believes in the importance of employing, developing, motivating and engaging staff to deliver an excellent service to residents. Clúid aims to do this by ensuring staff have all the resources necessary to complete their jobs and by providing them with a supportive environment. It is for reasons such as this that Clúid has been named as a Great Place to Work for four years in a row.

Clúid has a team of experienced customer services staff, based in the Contact Centre, who provide a 'one-stop-shop' for residents' queries on housing, maintenance, rent management and advice. They play a critical role in managing repairs, including diagnosis, repairs ordering, follow-ups and telephone satisfaction surveys.

Clúid's staff place strong emphasis on encouraging residents to become involved in creating a thriving community. They promote involvement in annual, national and European community events as well as events organised by Clúid in the community. With Clúid's support, residents also run a range of projects which impact positively on their community. Included in these are initiatives that create opportunities for residents in education and employment, and participation in productive and valuable community projects.

Financing Clúid

To contribute to the cost of housing management and maintenance, Clúid continues to receive a subsidy from the government under the old Capital Loan and Subsidy Scheme. The subsidies continue to be paid for the housing that was acquired through CLSS.



Highlights from building communities in 2013 include:

Nationwide

Clúid conducted a survey of tenants across the country in 2013. When asked about their overall satisfaction with the services provided by Clúid, 84% of respondents said they were satisfied or very satisfied.

Dublin

Dublin is the hub of Clúid's housing management activity. The Contact Centre enables Clúid to provide a consistently high standard of customer service to residents all over the country. In 2013, the Contact Centre handled 54,394 calls.

Waterford

Clúid sponsored the Birchwood Street Soccer U12s Team for the 2013/2014 league to encourage the eight young boys and others to participate in sport and in their community. Some of the mothers and older teenage boys from the estate coach the children.

Louth

Dear Clúid, the men finished all the fencing out the back and the job is really well done. I am very happy with the work and the men were lovely and cleaned up everything and left it as it was before.

Ann O'Hare, Resident of Clúid

Galway

In the spirit of Bealtaine, over 300 locals attended an event organised by Clúid and Galway County Council, Safe Home, Forum Connemara and local agencies. Community groups disseminated information to older people on housing, health, home care service and community support.

Limerick

Tenants with mental health problems on an estate in Limerick needed support with the heating and ventilation of their homes to prevent the occurrence of mould and condensation. Clúid introduced sensors to automatically manage their heating and ventilation.

Cavan

The winner of Best Neighbour 2013 went to a Cavan local, Aldona Zielinska. Clúid's national Great Places to Live competition recognises residents' efforts in creating a great place to live and inspires other residents to become involved in their community.

Tipperary

Clúid supported the opening of a Foróige youth club to encourage younger residents on the estate to participate in their community.



Wexford

Residents of a Rockview Court housing estate in Wexford came together to organise a celebration to mark their 10-year anniversary. Resident, Pauline said:

*I was pregnant when I moved here.
Now Lauren's 10 and its brilliant living here.
Clúid is a fantastic landlord. Anything we
need they're always there.*
Pauline Doyle, Tenant of Clúid

Rockview Court was awarded Best Estate at the 2013 Great Places to Live competition.

Laois

Dear Clúid, I am very pleased with how quickly you responded to the broken heating. Thanks to your customer service advisor who was very professional and to the team of plumbers!
Dariusz Klepacz, Tenant of Clúid

Cork

Clúid teamed up with Charleville Men's Shed Association to encourage local men to attend the Men's Shed in the community. Men's Sheds aim to combat loneliness, isolation and depression, through involvement in productive and valuable community projects.

Conclusion

Clúid acknowledges that it is the role of the resident to create his or her home and community. A high standard of housing management puts in place the tools to enable residents to turn the bricks and mortar into a home. Clúid believes that enabling residents to become involved in their community is essential to creating inclusive, thriving communities and a society where everyone has a great place to live.



A high standard of housing management puts in place the tools to enable residents to turn the bricks and mortar into a home.

GOVERNANCE

Chair's address

At the best of times, providing housing is an expensive and complex enterprise which demands skill and experience. Continuing to provide housing following the collapse of both the Irish property market in 2008 and the government's housing investment programme has made the job even more challenging. Despite this, Clúid has continued to deliver new social housing units during 2013.

Clúid's success is very much dependent on collaboration with partners. We work with local authorities, the DoECLG, the Housing Agency, the Housing Finance Agency and the National Asset Management Agency, among others, to deliver our service.

We are very conscious that Clúid's delivery of 407 new housing units in 2013 must be seen in the context of the 2013 statutory assessments of housing needs. The figures are stark – almost 90,000 families, couples and individuals across the country are on waiting lists for social

housing. Nevertheless, even in the face of such daunting figures, the importance of what we have achieved should not be diminished or lost. Very significant progress has been made in building our working systems to help us deliver good quality, affordable homes, in spite of very challenging circumstances. As well as delivering new housing, Clúid provides quality housing management and related services to more than 5,000 households who are our tenants and customers.

At the core of everything Clúid does is a commitment to our mission and values which have been built and developed over the years of our existence. Our Board of Directors share a unity of conviction and purpose with the Chief Executive and the management and staff team we employ. As a Board, we set direction for the company and provide leadership. We work to ensure that every aspect of our administration is accountable and transparent. We recognise that, in order to provide robust leadership, our Board must be of the highest



David Burke pictured with the Minister for Housing, Ms. Jan O'Sullivan, T.D., accepting the Governing Board Award at the Irish Council for Social Housing's Community Housing Awards 2013. The award recognises the Clúid Board for their commitment to governance, accountability, planning and decision making. David, who has been Chair of Clúid's Board for two years is Programme Manager for the not-for-profit organisation, Pobal. He has extensive experience in housing development.

calibre. We regularly review the Board's composition to make sure we have a good mix of business and professional skills as well as members who have direct experience of working in communities.

We recruit Board members on a totally voluntary basis and those who take up positions on the Board agree to make the significant commitment demanded. We expect our members to have a keen and engaged interest in Clúid, its values and its work. At the centre of our governance is the complete separation of the governing Board from the executive and staff of the organisation. Members of the Board are free to act with impartiality and disinterestedness in the promotion of Clúid's mission and values.

As a Board, we test and measure our performance against indicators in the same way that we test and check the quality of our services and organisation as a whole. We work to achieve a proper balance between supporting the executive and challenging and stretching them. In short, we work hard at governing well. Because of this, we are conscious of the need to continue improving and renewing our own approach and standards.

The need for robust and transparent governance within the voluntary and non-profit sector is essential to build and maintain public credibility and trust. Clúid adopted *The Governance Code for Community, Voluntary and Charitable Organisations in Ireland* during

2013. In compliance with the Governance Code, Clúid is proud to confirm the following:

" We comply with the Governance Code for community, voluntary and charitable organisations in Ireland. We confirm that a review of our organisation's compliance with the principles of the Code was conducted on 14th March 2013. This review was based on an assessment of our organisational practice against the recommended actions for each principle. The review sets out actions and completion dates for any issues that the assessment identifies as needing to be addressed. "

In July 2013, the DoECLG launched *Building for the Future, A Voluntary Regulation Code for Approved Housing Bodies³ in Ireland*. This code, which has been developed following consultation with the housing association sector, is intended to pave the way for legislation that will put regulation of the sector on a formal basis. Clúid has strongly supported the introduction of regulation for Approved Housing Bodies for a number of years.

Effective regulation will promote transparency and accountability and will ultimately ensure the long term viability of the housing association sector. As part of our first steps

3. 'Approved Housing Body' is the legal term for a housing association, meaning that it has been approved by the Minister for the Environment, Community and Local Government.

on the road to statutory regulation, Clúid has signed the Charter of Commitments required by this voluntary code.

Clúid has consistently promoted accountability and good governance standards. As well as working to develop and apply improved standards and practices internally, Clúid has actively worked to test its performance in the wider business community. Some noteworthy facts emerged:

- Clúid Housing Association was awarded the Inaugural Governing Board Award by the Irish Council for Social Housing.
- Clúid was the only non-profit organisation placed in the 'Great Place to Work Ireland' 2013 listing.
- Clúid was the winner in Innovation in Public Procurement at the National Procurement Awards 2013.
- Clúid was shortlisted in the Chartered Accountants Leinster Society's Published Accounts Awards.
- Clúid won a number of the Irish Council for Social Housing biennial awards including the overall Community Housing Award.

We, the Board of Clúid are proud of the organisation and its achievements. These achievements reflect the commitment and conviction that drives Clúid to deliver and improve.



Principles of Good Governance

We, the Board of Clúid Housing Association commit to:

Principle 1. Leading our organisation

We do this by:

- 1.1 Agreeing our vision, purpose and values and making sure that they remain relevant
- 1.2 Developing, resourcing, monitoring and evaluating a plan to make sure that our organisation achieves its stated purpose
- 1.3 Managing, supporting and holding to account staff, volunteers and all who act on behalf of the organisation.

Principle 2. Exercising control over our organisation

We do this by:

- 2.1 Identifying and complying with all relevant legal and regulatory requirements
- 2.2 Making sure there are appropriate internal financial and management controls
- 2.3 Identifying major risks for our organisation and deciding ways of managing the risks.

Principle 3. Being transparent and accountable

We do this by:

- 3.1 Identifying those who have a legitimate interest in the work of our organisation (stakeholders) and making sure there is regular and effective communication with them about our organisation
- 3.2 Responding to stakeholders' questions or views about the work of our organisation and how we run it

- 3.3 Encouraging and enabling the engagement of those who benefit from our organisation in the planning and decision-making of the organisation.

Principle 4. Working effectively

We do this by:

- 4.1 Making sure that our governing body, individual Board members, committees, staff and volunteers understand their role, legal duties, and delegated responsibility for decision-making
- 4.2 Making sure that as a Board we exercise our collective responsibility through Board meetings that are efficient and effective
- 4.3 Making sure that there are suitable Board recruitment, development and retirement processes in place.

Principle 5. Behaving with integrity

We do this by:

- 5.1 Being honest, fair and independent
- 5.2 Understanding, declaring and managing conflicts of interest and conflicts of loyalties
- 5.3 Protecting and promoting our organisation's reputation.

We confirm that our organisation is committed to the standards outlined in these principles.

We commit to reviewing our organisational practice against the recommended actions for each principle every year.



David Burke
Chairperson of Board



Lorraine Nolan
Secretary of the Board

24th April 2013

Composition of the Board

Clúid's Board currently has 13 members. The Board must have at least four members but no more than 14. The names and professional biographies of the current Board members appear at the end of this document.

The Board tries to ensure that there is a good balance of both age and gender among its membership. Clúid recruits members in various ways and has found Boardmatch Ireland particularly useful. Boardmatch Ireland connects non-profit organisations with individuals who have a skill set to suit the work and ethos of the organisation.

In 2013, the following changes occurred within the Board:

- Orla Barry and Niall Morrissey were appointed on 9 November, 2013.
- Deirdre O'Connor resigned to take up an appointment with NAMA on 19 March, 2013.
- Andrew O'Flanagan resigned on 9 December, 2013.

All Board members are appointed for a term of four years. At the AGM which marks the end of their four-year term, the member must be re-elected to continue to sit on the Board. A retiring Board member may offer himself or herself for re-election.

Contract of the Board

On appointment, a new member of the Board receives a contract. In accepting and signing this contract, the new member agrees to meet the obligations of membership of the Board. This obliges Board members to:

- Uphold the values, objectives and policies of Clúid
- Contribute to and share the responsibility for Board and committee decisions
- Prepare for meetings by reading papers circulated beforehand
- Respect the confidentiality of information at all times
- Uphold the Code of Governance
- Declare any potential conflict of interest to the Company Secretary
- Represent Clúid at public events
- Attend and contribute to Board and committee meetings, planning days and other events on a regular basis
- Contribute to the decision making process, both during and outside of Board and committee meetings.

Induction of the Board

Following election to the Board, the new member will be assigned to a Board committee. After three meetings the Committee Chair and the Chair of the Board will meet with a new member to ensure that he or she is happy to continue as a Board member and to discuss any issues or difficulties.

During the induction period, the Chief Executive and the convenor of the relevant committee meet with the new member to acquaint him or her with the work of the organisation. This includes visits to housing schemes.

All newly appointed members of the Board are briefed on the work of the organisation and are offered induction training to suit their needs. As part of the yearly review, Board and

committee members have the opportunity to identify training needs.

Attendance of Board Members 2013

The table shows the number of meetings held from the time the member was appointed and how many of these meetings he or she attended.

NAME	ATTENDED
David Burke	7 of 7
Penelope Kenny	7 of 7
Cormac Kennedy	6 of 7
Chris White	6 of 7
Derek McCabe	5 of 7
Peter Fullam	6 of 7
Fiona Barron	5 of 7
Maura Connolly	4 of 7
Martin Farrelly	6 of 7
Rachel Murphy	4 of 7
John O'Beirne	6 of 7
Andrew O'Flanagan	6 of 7
Deirdre O'Connor	1 of 1
Orla Barry	1 of 1
Niall Morrissey	1 of 1

Committees of the Board

In 2013, the Board had three standing committees. The committees met four times during the year to focus on one key area of Clúid's operations. The committees are made up of Board members, members of the executive team and, in some cases, external third parties. The committees are:

1. Finance and Audit
2. Growing our Business
3. Serving our Customers.

1. Finance and Audit

This committee is appointed by the Board and consists of three Board Members. The Board has also appointed two independent co-opted third parties, who are neither non-executive directors nor company members to serve as committee members. This adds additional oversight to the work of the Finance & Audit Committee.

Domhnall Cahill and Peter McDevitt are external members of this committee. Their professional biographies appear at the end of this document after the Board member listing.

The role of the Finance and Audit Committee is to:

- Oversee and monitor financial procedures
- Recommend the budget to the Board
- Report on the audit to the Board
- Establish and monitor treasury management policy
- Approve and monitor the finance work plan
- Examine and propose new financial systems
- Assist the Board in matters of financial policy



- Examine financial matters referred to it by the Board
- Financially analyse new business and make recommendations to the Board.

The Finance and Audit Committee oversees the audit and budget processes. It sets the Finance Strategy for Clúid, which involves the identification and consideration of Clúid's funding, its property purchasing and its reserving policies; as well as its major planned expenditures, in the context and consideration of current market trends and risks. The committee also sets out its policies in terms of risk, prudence, market forces and financial accounting policies.

The responsibility of the Finance and Audit Committee is to assist and, where relevant, make recommendations to the Board on the discharge of its responsibilities, as they relate to external financial reporting and external and internal audits. The committee ensures an effective system of internal control, comprising financial control, operational controls and compliance and risk control.

2. Growing our Business

The Growing our Business committee reviews all types of new business and growth areas. This includes the acquisition and leasing of properties and the provision of services to third parties.

3. Serving our Customers

The Serving our Customers committee monitors the development and enhancement of customer service to all Clúid customers, both internal and external. The committee is also responsible for monitoring performance reporting.

Members of committees serve a period of four years from the date of their appointment. At the end of this four-year period, the members of the committee, in consultation with the Chair, elect a new chair for the subsequent four-year period.

Attendance of committee members 2013

The tables show the number of meetings held from the time the member was appointed and how many of these meetings he or she attended.

Finance and Audit Committee

NAME	ATTENDED
David Burke	5 of 5
Penelope Kenny	5 of 5
John O'Beirne	5 of 5

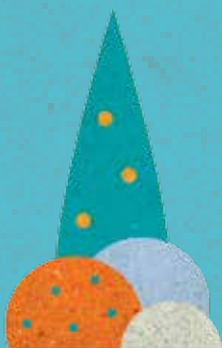
Serving our Customers Committee

NAME	ATTENDED
Fiona Barron	5 of 5
Derek McCabe	5 of 5
Chris White	2 of 5
Rachel Murphy	5 of 5

Growing our Business Committee

NAME	ATTENDED
Peter Fullam	5 of 5
Maura Connolly	3 of 5
Cormac Kennedy	5 of 5
Andrew O'Flanagan	5 of 5
Deirdre O'Connor	1 of 1

Robust and transparent governance within the voluntary and non-profit sector is essential to build and maintain public credibility and trust.



CLÚID'S BOARD MEMBERS



1



2



3



4



5



6



7



8



9



10



11



12



13

- 1 CHAIR:
DAVID BURKE
- 2 VICE CHAIR:
CORMAC KENNEDY
- 3 TREASURER:
PENELOPE KENNY
- 4 MAURA CONNOLLY
- 5 PETER FULLAM
- 6 MARTIN FARRELLY
- 7 CHRIS WHITE
- 8 DEREK MCCABE
- 9 RACHEL MURPHY
- 10 FIONA BARRON
- 11 JOHN O'BEIRNE
- 12 ORLA BARRY
- 13 NIAL MORRISSEY

CHAIR:
DAVID BURKE

David is currently a Programme Manager with Pobal, the community funding not-for-profit organisation. Previously, David worked for over 20 years with housing and homeless organisations, both in the UK and Ireland. He worked for many years with Focus Ireland in a number of senior management roles, including leading their housing development programme.

VICE CHAIR:
CORMAC KENNEDY

Cormac is Head of Group Property with Easons. Cormac is part of the Eason executive team, with specific responsibility for the company's considerable property portfolio in the 32 counties. He first joined the Clúid Board while he was a Director with CBRE, the international property company.

TREASURER:
PENELOPE KENNY

Penelope is the treasurer of Clúid and chairs its Finance and Audit Committee. She is a chartered accountant and financial controller. Penelope is also Director of Emergent Management

Consulting. She is a Principal in Arts Governance. Penelope holds a Masters degree from University College Dublin, with a specific focus on Corporate Governance. She is a former Council member of the Institute and Chairman of the Leinster Society of Chartered Accountants.

MAURA CONNOLLY

Maura is the founder and director of Connolly Mescall Chartered Surveyors. Maura has worked for over 25 years in construction and development in both the public and private sector. She has been involved in many significant construction projects. She is a fellow of both the Society of Chartered Surveyors and the Royal Institute of Chartered Surveyors, as well as a member of the Institute of Arbitrators.

PETER FULLAM

Peter is a professional accountant (FCCA and FCMA) with broad international managerial experience. He has been a director of many private and public international companies including East African Breweries, Irish Life, AT & T and Diageo. He is also Chairman of

Naas Credit Union, a member of the Professional Standards Committee of CIMA and trustee of a number of community and charitable ventures. Peter chairs the Growing our Business committee.

MARTIN FARRELLY

Martin is a human resources consultant who works with many high-profile Irish and international clients. Martin is an expert in organisational development and has assisted a range of companies with HR initiatives and strategies.

CHRIS WHITE

Chris is currently Group Chief Executive of the National Council for the Blind Ireland. Prior to this role he was Chief Executive of Boardmatch Ireland. Chris worked as Head of Development with the Irish Council for Social Housing, was Chief Executive of the Sue Ryder Foundation and began his career with the Guinness Housing Trust in the UK.

DEREK MCCABE

Derek is a civil engineer with wide business interests across a range of areas, including farming and forestry and has been actively involved in creating many successful

community businesses. Derek is also currently Chair of Extern Northern Ireland and Extern Ireland, a charity which helps to improve the lives of people facing challenging circumstances.

RACHEL MURPHY

Rachel relocated to Ireland in 2012. She was, until 2012, the Head of Brand Management at Shelter, the leading UK homeless charity. Rachel has also worked in the private sector with the leading drinks company, Diageo. In both the private and public sectors, Rachel has carried responsibility for significant budgets and important strategic campaigns. While at Shelter, she participated in a number of award-winning advertising and awareness campaigns.⁴

FIONA BARRON

Fiona is Chief Executive of the Irish Property and Facility Managers Association (IPFMA) which represents members in the property and facility management industry and was established under the auspices of the Society

of Chartered Surveyors Ireland. She is a former director of O'Dwyer Property Management. Fiona ensures that Clúid is at the forefront of important new initiatives in property management. Fiona chairs the Serving our Customers committee.

JOHN O'BEIRNE

John works in Bank of Ireland Group and has significant experience leading the implementation of best practice risk governance. He has worked in both mortgage and commercial real estate finance in the bank's businesses across the UK and Ireland. John has wide experience in the UK, where debt finance is used extensively to fund housing association development.

ORLA BARRY

Orla is the CEO of Mental Health Ireland, the federation of 103 Mental Health Associations. Prior to this, she was Director of Mental Health Reform. She was previously Director of Services with Focus Ireland and head occupational therapist with the Eastern

Health Board mental health services. Orla holds an M.Sc. in Systemic Organisation and Management. She brings extensive experience in the mental health and social voluntary sectors to the Board.

NIALL MORRISSEY

Niall is Chief Executive Officer of South Tipperary Development Company which provides supports to SMEs, entrepreneurs and the unemployed, in addition to developing the outdoor recreational product in Tipperary. Niall has worked in senior management roles with local authorities in Kilkenny, Tipperary and Laois and as a Director with Thornsett Group Ltd., a private developer of social housing. Niall was also a Manager of Carlow Voluntary Housing Association and has social housing experience in the public, private and voluntary sectors.

4. Rachel Murphy resigned as a Board member in May 2014.

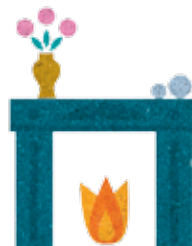
CO-OPTED COMMITTEE MEMBERS – FINANCE AND AUDIT

DOMHNALL CAHILL

Domhnall is a Chartered Accountant and practitioner, past Chairman of the Leinster society of Chartered Accountants and of the Published Accounts awards. He has recently done significant voluntary work in Haiti and has extensive experience in property accounting.

PETER MCDEVITT

Peter is a Fellow of the Institute of Chartered Accountants and has a BA in Accounting and Finance from DCU. He is currently Chief Financial Officer of Self Help Africa. Peter has previously worked with GOAL and Gorta and is a voluntary director of Show Racism the Red Card. He has also worked in financial management roles in FTI and ESB International.



CLÚID'S VALUES ARE:



REPORTS AND FINANCIAL STATEMENTS

54	Directors and Other Information
55	Directors' Report
65	Statement of Directors' Responsibilities
66	Independent Auditor's Report
68	Statement of Accounting Policies
70	Income and Expenditure Account
71	Balance Sheet
72	Cash Flow Statement
73	Notes to the Financial Statements
82	Detailed Income and Expenditure Account

DIRECTORS AND OTHER INFORMATION

Directors

David Burke (Chair)
Fiona Barron
Maura Connolly
Martin Farrelly
Peter Fullam
Cormac Kennedy
Penelope Kenny
Derek McCabe
Chris White
Rachel Murphy
John O'beirne
Niall Morrissey
Orla Barry

Secretary and Registered Office

Lorraine Nolan
63-66 Amiens Street
Dublin 1

Auditor

Deloitte & Touche
Chartered Accountants
and Statutory Audit Firm
Deloitte & Touche House
Earlsfort Terrace
Dublin 2

Bankers

Bank of Ireland
Lower Baggot Street
Dublin 2

Bank of Ireland
Clondalkin
Dublin 22

Ulster Bank
O'Connell Street
Dublin 2

Solicitors

McCann Fitzgerald
Riverside One
Sir John Rogerson's Quay
Dublin 2

O'Dowd
Bridge Street
Boyle
Co. Roscommon

Charity Number

CHY11171

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2013

Principal activities

The company is a registered charity, the report and results being presented in a form which complies with the requirements of the Companies Acts, 1963 to 2013 and, although not obliged to comply with the following: Statements of Recommended Practice (SORP) – Accounting and Reporting for Charities 2010, or SORP – Accounting by Registered Social Housing Providers Update 2010, Clúid has implemented many of the recommendations in these Financial Statements where applicable.

The main activities of the association are charitable and relate to the provision of social housing across a wide spectrum of housing needs. The objectives of Clúid are charitable in nature, with established charitable status (Registered Charity No: CHY11171). All income is applied solely towards the promotion of the charitable objectives of the association.

Clúid Housing Association is a company limited by guarantee, and having no share capital, incorporated in Ireland on 26th January 1994 under the Companies Acts, 1963 to 2013. (Registered number 212249).

Overview of the business

Clúid is one of the largest providers of affordable housing in the Republic of Ireland, managing over 5,000 homes and working with the majority of Local Authorities. We have one of the largest development programmes of any Approved Housing Body operating in the Republic. During 2014 we will be celebrating our 20th anniversary. This is a chance to reflect on our achievements to date, but also an

opportunity to look to the future, think about how our world might change and plan how Clúid can continue contributing to meeting our social mission. As an Approved Housing Body, Clúid is a social enterprise and all of our surpluses are reinvested in our business. Clúid's diverse activities are focused on achieving our mission statement 'to provide quality housing and services to enable people to create homes and thriving communities'. This is being achieved by:

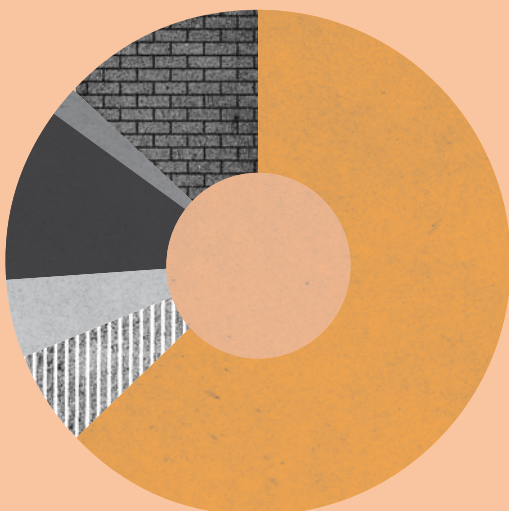
- Developing affordable homes for people who cannot afford to rent or buy in the open market
- Providing a wide range of housing products, including 'Mortgage-to-Rent'
- Providing a range of housing services for older people
- Investing in estate development and resourcing communities
- Undertaking regeneration schemes for existing properties and homes transferred from local authorities, to improve the quality of life in local neighbourhoods.

During the year the number of our properties owned and managed increased to 5,343. On page 56, we show the units split by different property type.

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2013 (CONTINUED)

Split of Property Type as at 31 December 2013



63%	Capital Loan & Subsidy Scheme (CLSS)
6%	Capital Assistance Scheme (CAS)
5%	Debt Finance / Mortgage-to-Rent (MTR)
11%	Unsold Affordables
2%	Private Sector Lease (PSL)
13%	Management & Maintenance

The year under review

We have delivered strong operating and financial performance in a period of increased risk and economic uncertainty.

The challenges we face underline just how important Clúid's work continues to be. The financial year started with a stagnant economy and austerity measures that affected Clúid's customer base - perhaps more than any other section of the population. It is no surprise, therefore, that the levels of social housing need continue to rise. At April 2013 there were 89,872 people on the housing waiting list. We budgeted to increase our surplus to allow us to invest in the communities we serve. The surplus after taxation but before planned maintenance in 2013 increased to €3.55 million – up from €3.1 million in 2012. In 2013 we completed the acquisition of 182 units, utilising a mixture of debt facilities made available by the Housing Finance Agency (HFA) and our own reserves. After careful

scrutiny of our underlying long-term financial strength, we will be able to take the important decision to expand our development programme in 2014.

Clúid prides itself on strong financial management. Maintaining our financial health and viability allows us to invest in quality homes and services. Our key financial indicators are:

- Surplus – measuring our overall profitability
- Cash from operations - measuring our capacity to generate cash surpluses required to fund the business and future growth
- Arrears, void and bad debt loss - measuring the ability to manage our customer base, ensuring occupancy and the realisation of income generated
- Operating margins – measuring efficiency and profitability across our whole business.

Income and expenditure

We have continued to deliver strong and solid results. The surplus after taxation but before planned maintenance for the year of €3.55 million (2012: €3.1 million) is 14% higher than the previous year - an excellent result. This result is achieved by means of an 18%

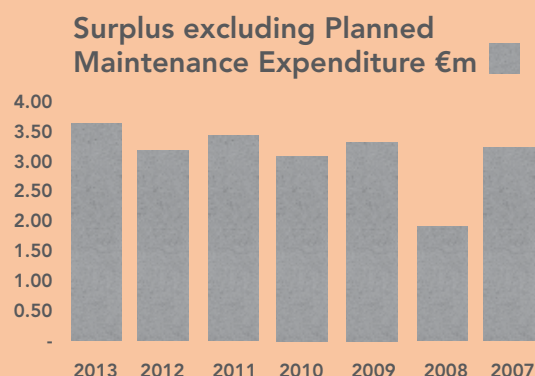
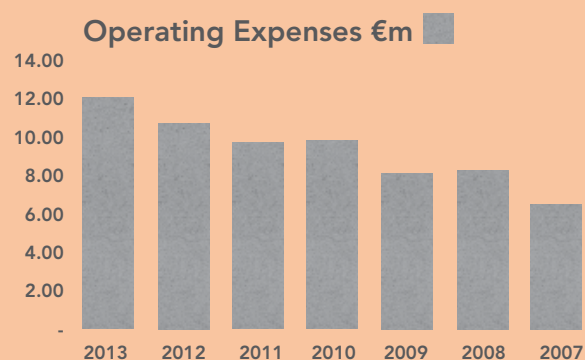
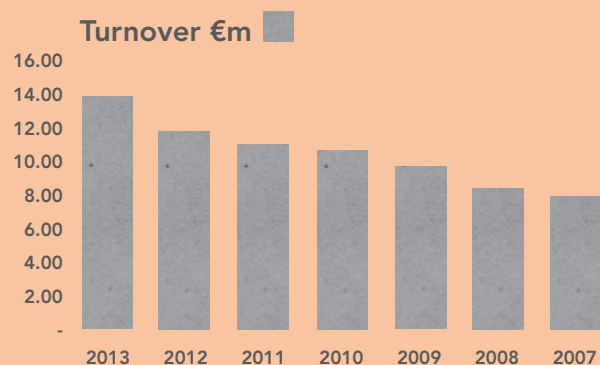
increase in turnover to €13.7 million (2012: €11.7 million) with a 13% increase in operating expenses to €12.0 million (2012: €10.6 million). The planned maintenance expenditure is excluded from these numbers, as it is funded from our designated reserves.

Income & Expenditure Account €m for the years ended 2013

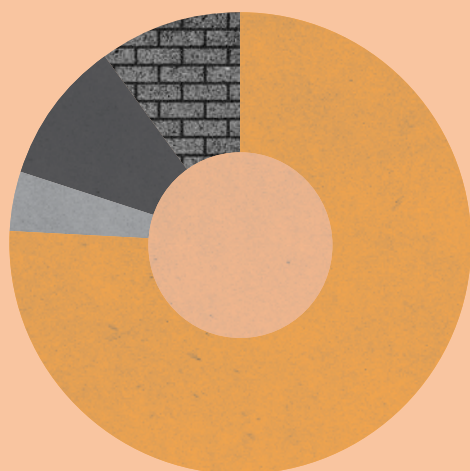
	2013	2012	2011	2010	2009	2008	2007
Turnover	13.73	11.67	10.95	10.56	9.58	8.28	7.86
Operating Expenses	(11.98)	(10.63)	(9.64)	(9.37)	(8.07)	(8.14)	(6.46)
Operating Surplus	1.75	1.04	1.31	1.19	1.51	0.14	1.40
Management and Maintenance Subsidies	1.57	1.55	1.55	1.49	1.57	1.53	1.45
Planned maintenance expenditure	(1.95)	(1.42)	(1.15)	(0.40)	-	-	-
Interest receivable	0.58	0.64	0.51	0.35	0.17	0.20	0.14
Charitable contributions	-	-	-	-	-	-	0.19
Interest Payable	(0.34)	(0.12)	(0.01)	(0.02)	(0.02)	(0.02)	(0.00)
Surplus before taxation	1.61	1.69	2.21	2.61	3.23	1.84	3.18
Taxation	-	-	-	-	-	-	-
Surplus for the year	1.61	1.69	2.21	2.61	3.23	1.84	3.18
Surplus excluding planned maintenance expenditure	3.55	3.11	3.36	3.01	3.23	1.84	3.18
Ratios	2013	2012	2011	2010	2009	2008	2007
Operating margin	12.71%	8.93%	11.99%	11.27%	15.72%	1.66%	17.81%
Operating margin on all activities excluding planned maintenance	25.87%	26.59%	30.67%	28.49%	33.72%	22.24%	40.39%
Operating margin on all activities	11.69%	14.42%	20.18%	24.59%	33.72%	22.24%	40.39%

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2013 (CONTINUED)

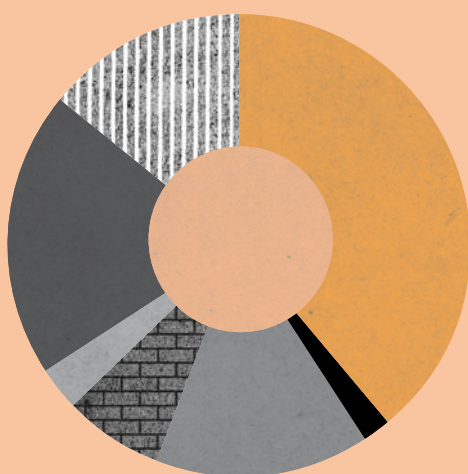


% Split of Income in 2013



76%	Rental Income
4%	Treasury Income
10%	Other Income
10%	Rental Subsidy Income

% Split of Expenditure in 2013



39%	Staff Related Costs
2%	IT Costs
15%	Office Related Costs
7%	Property Management External
3%	Property Utilities
20%	Repairs
14%	Property Management

Investing our surplus for the year

The surplus after taxation but before planned maintenance of €3.55 million increases our reserves to €22.9 million. We continue to reinvest this in our business to maintain our existing stock. The reinvestment increases resident satisfaction and delivers improvements to our housing stock. Over the last four years we have made a step change in the quality of our customer service and we are delivering continued improvement in resident satisfaction levels with an ongoing

commitment to improve year-on-year. The now fully operational Contact Centre has allowed us to respond quickly to the needs of our customers. Our strong financial position enables us to face the challenges of the future with confidence.

The Table below shows that we have acquired €10 million of housing properties and other tangible assets from reserves. This equates to a 44% utilisation of reserves - an increase of €6.17 million or 159% from 2012.

Use of Reserves €m

	2013 €	2012 €	Movement €	Movement %
Net of Tangible Assets over Loans Outstanding	10.04	3.87	6.17	159%
Working Capital	(0.90)	(0.79)	(0.11)	14%
Short Term Cash Funds	13.76	18.22	(4.46)	(24%)
Total Reserves as at 31 December	22.91	21.30	1.61	8%

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2013 (CONTINUED)

Balance sheet

Clúid has a strong balance sheet created over the last 19 years through strategic long-term investment decisions and a prudent approach to growth and risk.

Some key facts as at 31 December 2013 are:

- The value of Clúid's housing properties excluding freehold properties at historic cost totalled €597 million (an increase of €22.4 million in the year), funded by new loans of €16.0 million.
- Homes in management now total 5,343.
- We have plans to develop a further 599 homes in the immediate future.
- During the year we drew down Capital Advance Leasing Facility (CALF) and HFA funding of €11 million.
- As at 31 December 2013, the drawdown of CALF and HFA loans totalled €21 million.

Our reserves now stand at €22.9 million. Of the €22.9m, €21.4 million is designated. In 2013 Clúid completed the initial work on a stock condition survey. The results of the survey were not available to inform the basis of the calculation of our designated reserve at year end. These results will act as the basis for the assessment of the level of designated reserve required in future years. In 2013 Clúid drew down €1.95 million from our designated reserve to cover the cost of the planned maintenance programme in 2013. It subsequently increased the reserve by €3.74 million to cover the future estimated planned maintenance programme. The completion of the stock condition survey is an integral part of the work being undertaken by Clúid. A thorough knowledge of our stock enables us to enhance our capacity to invest securely in the supply of new homes. This allows us to allocate appropriate finance to ensure the continued high standard of the housing stock.

Balance Sheet as at 31 December €m

	2013	2012	2011	2010	2009	2008	2007
Fixed Assets							
Tangible Assets	599.4	577.1	560.3	548.3	523.5	471.8	391.3
Current assets							
Debtors	2.5	4.6	3.9	9.8	11.7	3.4	1.7
Cash at Bank and in hand	13.8	18.2	17.1	17.0	12.6	7.8	7.8
	16.2	22.8	21.0	26.8	24.4	11.2	9.5
Creditors falling due within 1 year	(4.19)	(5.98)	4.87)	(12.76)	(12.79)	(3.37)	(2.77)
Net Current Assets	12.0	16.8	16.1	14.0	11.6	7.8	6.8
Total Assets less Current Liabilities	611.4	593.9	576.4	562.3	535.1	479.7	398.1
Creditors falling due after 1 year	(588.51)	(572.63)	(556.79)	(544.88)	(520.28)	(468.08)	(388.34)
Net Assets	22.9	21.3	19.6	17.4	14.8	11.6	9.7
Capital and Reserves							
Designated Reserve	21.4	19.6	18.1	16.0	13.4	10.4	5.4
Other Reserve	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Income and Expenditure Account	0.7	0.9	0.8	0.6	0.6	0.4	3.6
	22.9	21.3	19.6	17.4	14.8	11.6	9.7

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2013 (CONTINUED)

Capital structure and treasury management

Treasury activities focus on ensuring that Clúid has access to sufficient levels of cash and facilities to enable it to meet its short-term funding requirements. Clúid plans to have facilities available at all times at an acceptable cost in accordance with the annual budget as approved by the Board. Clúid treasury management is designed to mitigate the impact of any adverse movements in interest rates, to ensure that loan covenants are met and to rank the preservation of capital ahead of returns when making investment decisions.

Capital structure

There were undrawn committed loan facilities at the year end of €406,000. The available liquidity at year end of €11.2 million existed with a further €2.5m on a committed deposit until the end of 2014.

Debt repayment profile

The Table at note 10 to the Financial Statements, shows an analysis of the anticipated contractual cash flows including interest payable for Clúid's HFA and CALF loans on an undiscounted basis. Interest is calculated on drawn down debt held as at 31 December 2013. For the purposes of this table, debt is defined as drawn down HFA and CALF loans. The Interest on debt is calculated by reference to the underlying loan agreement and the rate applicable at the balance sheet date.

Cash management and counterparty risk

Detailed twelve-month rolling cash flow forecasts are prepared and reviewed each month, in addition to longer-term forecasts linked to our business plan. We aim to operate

a conservative counterparty risk management strategy. The strategy aims to minimise the risk of a financial loss, reputational loss or liquidity exposure resulting from a counterparty to any treasury transaction becoming insolvent. A formal counterparty policy, including limits, is being drafted for 'approved banks' which provide funding.

Currency risk

Clúid borrows and invests surplus cash only in euro and does not have any currency risk.

Interest rate management

At 31 December 2013, 18% of Clúid's drawn debt was fixed (2012: 19%). Fixed debt at the end of 2013 and 2012 related solely to amounts drawn down under the CALF. Clúid manages its exposure to fluctuations in interest rates on long-term debt by ensuring the net exposure to interest rates will, at all times, comprise of an appropriate mix of fixed and variable rate funding. This is undertaken to achieve a level of certainty in its net interest costs. This risk is balanced by Clúid's significant cash reserves. To manage the mix of fixed and variable rates Clúid will, in 2014, consider a phased programme of fixed new loans, in order to ensure that the exposure to movement in rates is minimised as the amount of loans drawn down increases.

Loan covenant compliance

Loan covenants are regularly reviewed and compliance reported to Board. All covenants were met throughout the year for all loan facilities.

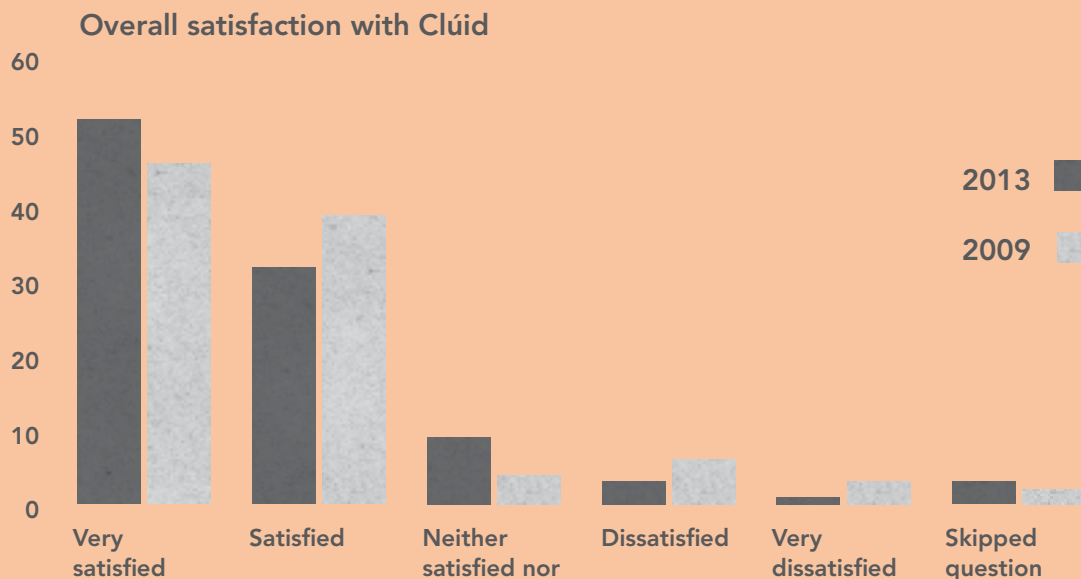
Operational performance in the year

We place high importance on resident satisfaction and ensuring that our services are efficient and effective. Improving resident satisfaction remains our priority. Surveys of our residents regularly tell us that the services valued most are those that relate to the repair and upkeep of their home. These services will be the focus of our commitment to improving resident satisfaction as we are keen to drive improvement further. Over the coming months we will look to improve control over the standard of service we deliver and continue to deliver in a more cost effective way. This will be led by concluding a systems thinking intervention in the core business areas of Repairs, Rents and Staffing. The Table below is extracted from the resident satisfaction survey 2013. When asked about their overall satisfaction with the services provided by Clúid, 84% of respondents said they were satisfied or very satisfied. Only 4% said they were dissatisfied or very dissatisfied. This compares to 85% and 9% in 2009

respectively. Our key housing management and maintenance performance indicators are reviewed on a bi-monthly basis by the Clúid Executive and quarterly by the Clúid Board to ensure we are achieving our objectives and strategies. We set ourselves challenging targets to improve year-on-year through our annual work plan process.

Clúid is committed to managing its business in a socially responsible way, adhering to legislation and operating ethically. A high priority is placed on corporate social responsibility and planning for improvement in future performance.

As a social business, we believe corporate social responsibility should be embedded across our organisation. Increased transparency and openness are important aspects of this work. During the year we continued our investment in the communities where we work by supporting projects that help people and build stronger communities. In 2013 we spent €94,000 on community and estate development work.



DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2013 (CONTINUED)

Regulation

The introduction of a regulatory code, *Building for the Future: A Voluntary Regulation Code for Approved Housing Bodies in Ireland* has been welcomed by Clúid. Clúid has looked to play a lead role in developing the code with the inclusion of a strong regulatory framework for the sector. This is now at an advanced stage, with a regulator in place along with an interim regulatory committee. This structure

is anticipated to be fully operational by 2015, with a move to a statutory footing to follow. Clúid has committed to adopting the financial element of the code when it becomes operational. This is an important stepping stone in the evolution of the sector. It is to be hoped that it will mark a strengthening of the social housing sector and enhance its capacity to provide housing.

Surplus for the Year Clúid Housing Association

	2013	2012
	€	€
Opening Income and Expenditure Account	880,421	781,763
Surplus for the year	1,605,289	1,682,954
Released to Income and Expenditure Account from Designated Reserves	1,945,372	1,420,987
Transfer to Designated Reserve	(3,736,052)	(3,005,283)
Closing income and expenditure account	695,030	880,421

Post Balance Sheet Events

There have been no significant events affecting the association since the year end that would require amendment to the Financial Statements.

Directors

The current directors are listed on page 54.

On 19 March 2013, Deirdre O'Connor resigned as director of the association. On 9 November 2013, Orla Barry and Niall Morrissey were appointed as directors of the association. On 9 December 2013, Andrew O'Flanagan resigned as director of the association.


Books of Account

To ensure that proper books and accounting records are kept in accordance with Section 202 of the Companies Act, 1990, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The books of account are located at the association's premises at 63-66 Amiens Street, Dublin 1.

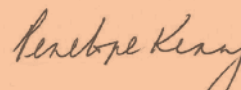
Auditor

Deloitte & Touche, Chartered Accountants and Statutory Audit Firm, continue in office in accordance with Section 160(2) of the Companies Act, 1963.

Signed on behalf of the Board:



David Burke
Director
8th May 2014



Penelope Kenny
Director

STATEMENT OF DIRECTORS' RESPONSIBILITIES

Irish company law requires the directors to prepare Financial Statements for each financial year which give a true and fair view of the state of affairs of the company and of the surplus or loss of the company for that period. In preparing those Financial Statements, the directors are required to:

- Select suitable accounting policies for the company Financial Statements and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- Prepare the Financial Statements on the going concern basis, unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper books of account which disclose with reasonable accuracy, at any time, the financial position of the company and enable them to ensure that the Financial Statements are prepared in accordance with accounting standards generally accepted in Ireland and comply with Irish statutes, comprising the Companies Acts, 1963 to 2013. They are also responsible for safeguarding the assets of the company and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CLÚID HOUSING ASSOCIATION

(A company limited by guarantee and having no share capital)

We have audited the Financial Statements of Clúid Housing Association for the year ended 31 December 2013 which comprise the Statement of Accounting Policies, the Income and Expenditure Account, the Balance Sheet, Cash Flow Statement and the related notes 1 to 23. The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland).

This report is made solely to the company's members, as a body, in accordance with Section 193 of the Companies Act, 1990. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Statement of Directors' Responsibilities, the directors are responsible for the preparation of the Financial Statements giving a true and fair view. Our responsibility is to audit and express an opinion on the Financial Statements in accordance with Irish law and International Standards on Auditing (UK

and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the Financial Statements sufficient to give reasonable assurance that the Financial Statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the Financial Statements. In addition, we read all the financial and non-financial information in the Reports and Financial Statements for the year ended 31 December 2013 to identify material inconsistencies with the audited Financial Statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on Financial Statements

In our opinion the Financial Statements:

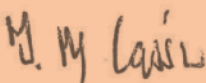
- Give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the state of the affairs of the company as at 31 December 2013 and of the surplus for the year then ended; and
- Have been properly prepared in accordance with the Companies Acts, 1963 to 2013.

Matters on which we are required to report by the Companies Acts, 1963 to 2013:

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion proper books of account have been kept by the company.
- The Financial Statements are in agreement with the books of account.
- In our opinion the information given in the directors' report is consistent with the Financial Statements.

Matters on which we are required to report by exception:

We have nothing to report in respect of the provisions in the Companies Acts, 1963 to 2013 which requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.



Thomas Cassin

For and on behalf of Deloitte & Touche
Chartered Accountants and Statutory Audit Firm
Dublin

8th May 2014

STATEMENT OF ACCOUNTING POLICIES

Basis of Preparation

The Financial Statements have been prepared in accordance with accounting standards generally accepted in Ireland and Irish statute, comprising the Companies Acts, 1963 to 2013. Accounting standards generally accepted in Ireland in preparing Financial Statements giving a true and fair view are those published by the Institute of Chartered Accountants in Ireland and issued by the Financial Reporting Council.

In preparing the Financial Statements, the association has referred to guidance included within the following Statements of Recommended Practice (SORPs): Accounting and Reporting for Charities, 2005 and Accounting by Registered Social Housing Providers, Update 2010. The association has adopted best practice to the extent that requirements contained within the aforementioned SORPs are applicable to the association.

Accounting Convention

The Financial Statements are prepared under the historical cost convention.

Turnover

Turnover represents rental income receivable from tenants, revenue donations from third parties, management fees, development fees and revenue grants receivable from local authorities, the Department of the Environment, Community and Local Government and the Health Service Executive.

Development Fees

Development fees receivable are credited to income in the period in which the development work is undertaken.

Management and Maintenance Subsidies

Management and maintenance subsidies are payable annually by the local authorities to the association in respect of projects completed under the capital loan and subsidy scheme.

VAT

The association's income is substantially exempt from VAT and therefore any costs of either a capital or revenue nature are stated inclusive of VAT.

Pensions

The association operates a defined contribution scheme on behalf of certain employees. The scheme is financially separate from the association. The pension costs charged in the Financial Statements represent the contribution payable by the association during the year.

Tangible Assets – Housing Properties

Housing properties are stated at cost. The cost of housing properties includes the following:

- i) Cost of acquiring land and buildings
- ii) Development costs
- iii) Construction.

All invoices or architects' certificates relating to capital expenditure incurred in the year are included in the Financial Statements for the year.

Other fixed assets are stated at cost.

Depreciation

Land

Land is not depreciated.

Housing and freehold properties

The association does not charge depreciation on its housing properties on the grounds that the estimated useful lives of these properties exceeds 50 years.

In addition, under the terms of its loan agreements with the respective local authorities, the association is required to keep the mortgaged properties in good structural order, repair and condition and not to permit the mortgaged properties to depreciate by neglect or mismanagement. Detailed reviews for impairment are therefore only carried out if the directors are satisfied that there are definite indications that impairment has occurred. The directors are satisfied that an annual charge for depreciation would be inappropriate.

Other fixed assets

Provision is made for depreciation on all other tangible assets at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life on a straight line basis, as follows:

Office equipment	25%	straight line
Computer equipment	33%	straight line
Motor vehicles	20%	straight line

Housing Loans

Loans are primarily advanced by local authorities and the Department of the Environment, Community and Local Government, under the Capital Loan and Subsidy Scheme (CLSS) and the Capital Assistance Scheme (CAS), subject to the terms of individual mortgage deeds in respect of each property or housing scheme. Loans are advanced in stages as the expenditure is incurred and certified. These loans do not become repayable provided the specific conditions set out in the loan agreements are complied with.

Specific loans are advanced by the Housing Finance Agency (HFA) and by the Department of the Environment, Community and Local Government under the Capital Advance Leasing Facility (CALF), subject to the terms of individual loan agreements. Interest and capital repayments are required to be made in respect of these loans.

Designated Reserve

The association holds a designated reserve for the long term maintenance of the association's properties. Funds transferred into this reserve each year is based on an agreed ratio which takes account of the number of properties, their cost and their age profile.

Funds transferred out of reserves each year is based on actual spend on an agreed planned maintenance programme which reflects the needs of our tenants and the adequate maintenance of our housing stock.

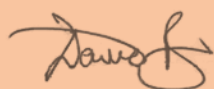
INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2013

	Note	2013 €	2012 €
Turnover	1	13,727,071	11,673,105
Operating Expenses		(11,981,760)	(10,631,152)
Operating Surplus		1,745,311	1,041,953
Management and Maintenance Subsidies		1,569,787	1,546,640
Planned Maintenance Expenditure	11	(1,945,372)	(1,420,987)
Interest Receivable and Similar Income		579,632	638,475
Interest Payable and Similar Charges	3	(344,069)	(123,127)
Surplus Before Taxation	4	1,605,289	1,682,954
Taxation	5	-	-
Surplus for the Year	13	1,605,289	1,682,954

All recognised gains and losses have been reflected in the above income and expenditure account and result from continuing activities.

The Financial Statements were approved by the Board of Directors on 8th May 2014 and signed on its behalf by:



David Burke
Director



Penelope Kenny
Director

BALANCE SHEET


AS AT 31 DECEMBER 2013

	Note	2013 €	2012 €
Fixed Assets			
Tangible Assets	6	599,363,698	577,111,542
Current Assets			
Debtors	7	2,488,663	4,586,385
Cash at Bank and in hand		13,757,809	18,217,592
		16,246,472	22,803,977
Creditors: (Amounts falling due within one year)	8	(4,194,863)	(5,984,563)
Net Current Assets		12,051,609	16,819,414
Total Assets Less Current Liabilities		611,415,307	593,930,956
Creditors: (Amounts falling due after more than one year)	9	(588,507,937)	(572,628,875)
Net Assets		22,907,370	21,302,081
Capital And Reserves			
Designated Reserve	11	21,426,840	19,636,160
Other Reserve	12	785,500	785,500
Income and Expenditure Account	13	695,030	880,421
		22,907,370	21,302,081

The Financial Statements were approved by the Board of Directors on 8th May 2014 and signed on its behalf by:



David Burke
Director



Penelope Kenny
Director

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2013

	Notes	2013 €	2013 €	2012 €	2012 €
Net Cash Inflow from Operating Activities	15		1,793,414		1,309,107
Returns on Investments and Servicing of Finance					
Interest Received		579,632		638,475	
Interest Paid		<u>(332,545)</u>		<u>(114,122)</u>	
Net Cash Inflow from Returns on Investments and Servicing of Finance			247,087		524,353
Capital Expenditure and Financial Investment					
Payments to acquire tangible fixed assets		(22,580,363)		(17,516,515)	
Proceeds from sale of tangible fixed assets		<u>-</u>		<u>333,825</u>	
Net Cash Outflow from Capital Expenditure and Financial Investment			(22,580,363)		(17,182,690)
Financing					
Net proceeds from borrowings			<u>16,080,079</u>		<u>16,452,334</u>
(Decrease)/Increase in Cash	16		<u>(4,459,783)</u>		<u>1,103,104</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

1. Turnover

Turnover represents rental income receivable from tenants, revenue donations from third parties, management fees, development fees and revenue grants receivable from local authorities, the Department of the Environment, Community and Local Government and the Health Service Executive.

2. Employees and Remuneration

The average number of employees during the year was 105 (2012: 94).

The staff costs are comprised of:

	2013 €	2012 €
Salaries and Wages	3,835,519	3,551,779
Social Welfare Cost	405,435	376,322
Pension Contributions	172,992	141,360
	4,413,946	4,069,461

Salary banding for all employees earning over €50,000 (including salaries, performance-related pay and benefits in kind but excluding pension contributions paid by the employer and any termination payments):

	2013 Number	2012 Number
€50,000 to €60,000	13	12
€60,000 to €70,000	6	6
€70,000 to €80,000	5	5
€80,000 to €90,000	2	1
€90,000 to €100,000	2	2
€100,000 to €110,000	0	0
€110,000 to €120,000	1	1
	29	27

Clúid Housing Association commissions Towers Watson, to undertake reviews of its salaries and benefits every three years. The review is based upon comparison with the private, public and non-profit sectors. The current review has been extended to take into account the salary of the Chief Executive. The Chief Executive's salary in 2013 was €120,000.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013 (CONTINUED)

3. Interest Payable and Similar Charges

	2013 €	2012 €
Bank Charges	11,524	9,005
Interest on Loans	332,545	114,122
	344,069	123,127

4. Surplus before Taxation

Surplus before taxation is stated after charging:

	2013 €	2012 €
Depreciation	328,207	338,032
Directors' Remuneration	-	-
Operating Lease – other	158,092	154,696
	€	€
Auditor's remuneration (excluding VAT)		
- Audit	14,500	14,500
- Tax Advisory Services	1,900	1,900
- Other Assurance Services	-	-
- Other non-audit Services	3,600	3,600

5. Taxation

As a result of the association's charitable status, no charge to corporation tax arises under the provision of Section 207 of the Taxes Consolidation Act 1997.

6. Tangible Assets

	Land & Housing Properties €	Other Land & Housing Properties* €	Freehold Properties €	Office Equipment €	Computer Equipment €	Motor Vehicles €	Total €
Cost:							
At 1/1/2013	564,127,176	10,523,490	1,961,381	728,966	840,724	47,196	578,228,933
Additions	4,812,692	17,570,922	-	18,752	23,717	154,280	22,580,363
Disposals	-	-	-	(85,485)	(193,092)	(29,436)	(308,013)
At 31/12/2013	568,939,868	28,094,412	1,961,381	662,233	671,349	172,040	600,501,283
Depreciation:							
At 1/1/ 2013	-	-	-	451,799	626,102	39,490	1,117,391
Charge for year	-	-	-	123,627	170,172	34,408	328,207
Disposals	-	-	-	(85,485)	(193,092)	(29,436)	(308,013)
At 31/12/2013	-	-	-	489,941	603,182	44,462	1,137,585
Net book values:							
At 31/12/2013	568,939,868	28,094,412	1,961,381	172,292	68,167	127,578	599,363,698
At 31/12/2012	564,127,176	10,523,490	1,961,381	277,167	214,622	7,706	577,111,542

* Other land and housing properties represent those funded by Clúid and other debt agencies.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013 (CONTINUED)

7. Debtors: (Amounts falling due within one year)	2013	2012
	€	€
Debtors and Accrued Income	1,909,390	3,894,899
Prepayments	579,273	691,486
	2,488,663	4,586,385

8. Creditors: (Amounts falling due within one year)	2013	2012
	€	€
Trade Creditors and Accruals	2,536,857	4,951,285
PAYE/PRSI	110,268	127,736
VAT	719,130	273,229
RCT	17,609	22,330
Housing Loans - HFA (Note 9)	811,000	609,983
	4,194,863	5,984,563

9. Creditors: (Amounts falling due after more than one year)	2013	2012
	€	€
Housing Loans – CLSS and CAS*	568,247,775	563,438,858
Housing Loans – HFA + CALF**	20,260,162	9,190,017
	588,507,937	572,628,875

* Housing loans are secured by specific charges on the Association's land and housing properties. No capital or interest repayments are required to be made on the above loans provided that the Association continues to comply with certain specific requirements of the Local Authorities with regard to the properties for which housing loans have been provided.

** Housing loans provided by the HFA are secured by fixed charges on specific housing properties. Interest and capital repayments are required to be made in respect of loans advanced by the HFA and CALF.

10. Debt Analysis

	2013 €	2012 €
Source of housing Loans		
Local Authority CLSS & CAS Loans	568,247,775	563,438,858
HFA Loans	17,201,130	7,970,000
Capital Assistance Loan Facility Loans	3,870,032	1,830,000
	589,318,937	573,238,858

The following is an analysis of the anticipated contractual cash flows including interest payable for the Association's HFA and CALF loans on an undiscounted basis. Interest is calculated on drawn debt held as at 31 December 2013. For the purposes of this table, debt is defined as drawn HFA and CALF loans. The Interest on Debt is calculated by reference to the underlying loan agreement and the rate applicable at the balance sheet date.

Debt Analysis HFA and CALF loans	Debt	Interest on Debt	Total
As at 31-12-2013			
Due less than one year	811,000	573,219	1,384,219
Between one and two	817,232	568,270	1,385,502
Between two and three	827,852	558,495	1,386,347
Between three and five	1,686,343	1,086,352	2,772,695
In five or more years	16,928,735	8,215,356	25,144,091
	21,071,162	11,001,692	32,072,854
As at 31-12-2012			
Due less than one year	609,983	255,443	865,426
Between one and two	613,253	253,892	867,145
Between two and three	615,737	250,963	866,700
Between three and five	1,240,654	492,747	1,733,401
In five or more years	6,720,373	3,152,722	9,873,095
	9,800,000	4,405,768	14,205,768

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013 (CONTINUED)

11. Designated Reserve

	2013 €	2012 €
At 1 January	19,636,160	18,051,864
Released to Income and Expenditure Account	(1,945,372)	(1,420,987)
Transfer from Income and Expenditure Account	3,736,052	3,005,283
At 31 December	21,426,840	19,636,160

The balance of designated reserves is an amount held for future maintenance on the Association's housing properties. The adequacy of the reserve has been reviewed by management and agreed as adequate to meet the release to the income and expenditure required in future years when the related maintenance and repairs are incurred. Amounts released to the income and expenditure account represent expenditure incurred during the year in respect of planned maintenance. The continued utilisation of reserves will be managed so as to ensure their security, access when required and return on funds from either internal or external investment.

12. Other Reserve

	2013 €	2012 €
At 1 January and at 31 December	785,500	785,500

The other reserve represents donations of land to the association for the purpose of social housing needs. These lands were utilised in the construction of social housing in Galway and Cork.

13. Income and Expenditure Account

	2013 €	2012 €
Opening Income and Expenditure Account	880,421	781,763
Surplus for the Year	1,605,289	1,682,954
Released from Designated Reserve	1,945,372	1,420,987
Transfer to Designated Reserve	(3,736,052)	(3,005,283)
Closing Income and Expenditure Account	695,030	880,421

14. Use of Reserves

	2013 €	2012 €	Movement €
Net of Tangible Assets over			
Loans Outstanding	10,044,761	3,872,684	6,172,077
Working Capital	(895,200)	(788,195)	(107,005)
Short term cash funds	13,757,809	18,217,592	(4,459,783)
Total reserves as at 31 December	22,907,370	21,302,081	1,605,289

15. Reconciliation of Surplus to Net Cash Inflow from Operating Activities

	2013 €	2012 €
Surplus for the year before interest and taxation	1,358,202	1,158,601
Depreciation	328,207	338,032
Decrease/(increase) in Debtors	2,097,722	(693,148)
(Decrease)/increase in Creditors	(1,990,717)	505,622
Net cash inflow from operating activities	1,793,414	1,309,107

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013 (CONTINUED)

16. Reconciliation of Net Cash Flow to Movement in Cash Funds

	2013 €	2012 €
(Decrease)/increase in cash in the year	(4,459,783)	1,103,104
(Decrease)/increase in net funds	(4,459,783)	1,103,104
Net funds at 1 January	18,217,592	17,114,488
Net funds at 31 December	13,757,809	18,217,592

17. Analysis of the Changes in Net Funds During the Year

	At 01/01/2013 €	Cash flow €	At 31/12/2013 €
Cash and other Liquid Resources	18,217,592	(4,459,783)	13,757,809

18. Commitments

	2013 €	2012 €
Capital:		
Capital expenditure which has been contracted for but has not been provided for in the financial statements	1,509,840	2,578,236

Leases:

At the balance sheet date, the association had annual commitments under non-cancellable operating leases in respect of land and buildings as set out below:

	2013 €	2012 €
Expiring:		
Within one year	-	-
Between two and five years	-	-
More than five years	757,781	172,064

19. Pensions

The association operates a defined contribution scheme on behalf of certain employees. The contributions made in the year amounted to €172,992 (2012: €141,360). The balance outstanding at the year end was €Nil (2012: €Nil).

20. Guarantee Company

Clúid Housing Association is a company limited by guarantee having no share capital.

21. Comparative Amounts

Comparative amounts have been regrouped, where necessary, on the same basis as those for the current year.

22. Events Since The Year End

There have been no significant events affecting the association since the year end.

23. Contingencies

A number of claims have been made against the company in respect of personal injury and property related matters arising from the ordinary course of business.

The company having taken appropriate legal advice is defending any claims made against it. Provision has been made for legal and professional fees incurred to date in respect of these claims, but not in respect of any claims made.

23. Related Party Transactions

There were no related party transactions in 2013.

CLÚID HOUSING ASSOCIATION

DETAILED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2013

	2013 €	2012 €
Turnover		
Rents	12,039,222	11,008,098
Development Fees	205,198	368,840
Management Fees	105,670	36,910
Other Income	1,376,981	259,257
	13,727,071	11,673,105
Operating Expenses		
Staff Costs	4,597,527	3,635,377
Repairs and Maintenance - schemed	3,909,583	4,155,950
Insurance	521,799	357,634
Development Expenditure not Recoverable	600,309	198,065
Office Equipment and Maintenance	397,012	396,158
Travel and Subsistence	320,521	338,895
Training	105,850	93,647
Telephone	125,055	111,681
Postage and Stationery	156,283	171,037
Light and Heat	43,731	48,719
Audit and Accounting Fees	30,518	20,482
Professional and Consultancy Fees	182,260	255,807
Rent and Rates	151,453	158,092
Sundry Expenses	152,700	123,600
Recruitment Costs	26,594	7,479
Board Expenses	2,163	2,557
Meeting Room Hire	3,298	9,999
Publications and Subscriptions	28,289	35,735
Depreciation	328,207	338,032
Rent Bad Debt Provision	38,496	(15,310)
General Bad Debt Provision	260,112	187,516
	11,981,760	10,631,152
Operating Surplus	1,745,311	1,041,953

Company Number: 212249

Registered Charity Number: CHY11171

Property Services Regulatory Authority Licence Number: 001415

Approved Housing Body: Since February 1994

Member of: The Irish Council for Social Housing and
The Irish Property and Facility Management Association

Auditor: Deloitte & Touche

Bankers: Bank of Ireland, Ulster Bank

Insurers: BHP

Design: Red Dog

Illustration: David Lemm





clúid housing
association



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www.cluid.ie