

An tÚdarás Rialála Comhlachtaí
Tithíochta Ceadaithe

Approved Housing Bodies
Regulatory Authority



Property & Asset Management Guidance for AHBs



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1. Introduction

This guidance document provides further information on the outcomes within the Property and Asset Management Standard. The guidance aims to help Approved Housing Bodies (AHBs) better understand the Regulatory Standards and provide useful advice on how organisations can demonstrate compliance.

The contents of this guidance document are for additional information purposes only. This document should be read in conjunction with the '**Standards for AHBs**', which is the principal document setting out the regulatory standards.

The Housing (Regulation of Approved Housing Bodies) Act 2019 provides for the regulation of AHBs. This guidance aims to provide greater clarity to AHBs on how compliance could be achieved.

The Approved Housing Bodies Regulatory Authority (AHBRA) expects all AHBs to achieve compliance with the Standards, in line with their legislative requirements. To help AHBs, the outcome-based approach to Standards affords AHBs the flexibility to decide how their actions can best demonstrate that they have met those outcomes.

This guidance is suitable for all AHBs, but also provides clarity on how proportionality will be considered. It also sets out expectations for different types or categories of AHBs, where relevant. It is the responsibility of each individual AHB to determine how they can evidence and demonstrate compliance with the Standards in a manner that is appropriate for the size, scale and nature of their organisation.

The Act requires all AHBs to comply with the Standards.



2. Guidance Approach

AHBRA’s approach to guidance will include providing clarity and definitions on terms within the Standards, along with examples of how you might meet the Standards, where relevant.

This guidance is not intended to place additional requirements on AHBs, instead the content is intended to assist AHBs in understanding the outcomes within the Standards. It is up to each individual AHB to decide how best to meet the Standards considering their size, scale and business or operating model.

AHBRA’s guidance has been developed considering feedback provided by key stakeholders during the consultation on draft standards. To support AHBs in demonstrating compliance, AHBRA intends to support the publication of guidance with webinars, and other educational resources, which will be available through AHBRA’s website www.ahbregulator.ie

AHBRA may seek to update the guidance periodically, as appropriate, and these contents may be subject to change. In addition to the guidance documents accompanying the four Standards, AHBRA may publish supplementary guidance documents relating to specific areas where further guidance may be considered useful.



3. Property and Asset Management Standard

Property and Asset Management refers to the activities undertaken by an organisation to protect and maintain their housing assets. This is a core activity for every AHB. The aim of the Property and Asset Management Standard is to ensure that these activities are carried out efficiently and effectively.

The Property and Asset Management Standard outlines the key outcomes that AHBs are required to achieve relating to their management of dwellings, including their statutory, legal and compliance obligations, asset management programmes, and how they manage their repairs and maintenance functions.

An AHB's main assets are the dwellings¹ owned, managed or leased by the organisation. These are used in the delivery of the AHB's main objectives - the provision and/or management of dwellings for the purpose of the alleviation of housing need.

In order to deliver on their main objectives over the longer term, AHBs need to manage their dwellings effectively by maintaining the quality of dwellings and using available resources in an efficient manner. The result of good property and asset management will be the provision of safe, suitable and sustainable housing for tenants, and the protection of AHB housing assets over the longer term.

¹ A dwelling includes any building or part of a building occupied or intended for occupation as a normal place of residence ... and includes a house, flat, apartment, maisonette, or hostel. - Housing (Miscellaneous Provisions) Act 2009



The Property and Asset Management Standard is comprised of 3 outcomes which AHBs are required to demonstrate:

1. AHBs comply with all relevant legal, regulatory, funding and statutory obligations
2. AHBs protect their housing assets by delivering an effective asset management programme
3. AHBs provide a cost-effective repairs and maintenance programme that meets the needs of tenants



4. Guidance for all AHBs

The outcome-based approach to the Standards for AHBs recognises the diversity in size, scale and range of business models that exist within the AHB sector. It allows AHBs to focus on demonstrating and evidencing the achievement of outcomes, in line with their operating model, rather than setting out the specific approach to be taken. As such the guidance provided in this chapter is relevant to all AHBs in understanding how to best demonstrate compliance with this Standard.

Compliance with Landlord Obligations

All AHBs are expected to comply with a range of legal, regulatory, funding and statutory obligations as a landlord.

The specific obligations that an AHB must meet will vary depending on their functions, services provided, and funding arrangements. It is the responsibility of each AHB and its Board to be assured that their organisation has identified, understands and is in compliance with all obligations that are relevant to them. This would include monitoring for any new or emerging obligations, auditing/reviewing compliance with existing obligations, and making changes to policies and working practices, where necessary.

All AHBs have a duty to ensure a healthy, safe and suitable environment for tenants and staff. AHBRA's remit does not include setting any new standards relating to safety, quality, and energy efficiency. However, AHBRA expects that AHBs can demonstrate proactive management of compliance with all their relevant obligations set by statutory and regulatory Bodies.



Examples of Existing Obligations²

Safety Obligations	Obligations relating to safety are in place to protect tenants from any illness or injury they may incur due to the environment where they live. Examples include (but are not limited to) obligations set out in the Housing (Standards for Rented Houses) Regulations 2019 , the Fire Services Acts (1981 and 2003) , and the Health Information and Quality Authority’s (HIQA) National Standards , the Health & Safety Authority and relevant Local Authority Building Control Departments
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Quality Obligations	All AHBs are expected to keep tenant’s homes in good repair. At a minimum, all AHBs must comply with the Minimum Standards for Rented Residential Accommodation . Depending on the types of services provided by the AHB, there may be additional standards for the quality of homes (for example, HIQA standards).
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The Residential Tenancies Board (RTB) provides guidance for AHBs in their **Minimum standards and fire safety for rented properties in Ireland | Residential Tenancies Board**

Energy Efficiency Obligations	Obligations relating to energy efficiency will likely be subject to change over the coming years so understanding the implication of changes on the organisation will be vital for AHBs and their Boards.
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All AHBs should have a system/process in place to monitor and report on the organisation’s status with their compliance obligations. This information should be regularly reported and

² Links provided in this table are to external sites and are for informational purposes only. As guidance is subject to change, AHBs should always satisfy themselves that they are in compliance with the most up-to-date obligations that are relevant to them.



reviewed to the Board. This should include reporting on any instances of non-compliance, where identified.

Where an obligation is not being complied with, the organisation is expected to engage with the relevant authority and prepare a plan for how they will achieve compliance. AHBs should identify all relevant parties they are required to notify where any significant breaches occur or where sanctions have been made. Where breaches of compliance with obligations occur, AHBs should notify AHBRA in line with our **Notifiable Events Guidance**.

All AHBs should be able to demonstrate that they have identified all relevant obligations and that these obligations are being monitored and complied with.

Health and Safety Risks

Health and Safety refers to the set of rules/practices in an organisation that are in place to safeguard people from illness or injury. All AHBs have a duty to ensure a healthy and safe environment for tenants to live and employees/volunteers to work. The overall objective for an AHB is to identify and manage health and safety risks.

Areas that would typically fall under health and safety for an AHB include (but are not limited to):

- Fire safety
- Gas safety
- Electrical safety
- Ventilation
- Carbon Monoxide Safety
- Employee/Volunteer safety

When we refer to identifying and managing these risks appropriately, we mean having a structured approach in place regarding the management of all health and safety risks.

This approach should, at a minimum, outline all relevant risks, and document how the organisation is managing and mitigating these risks. AHBs should ensure that their health & safety risk is aligned to the organisation's overall approach to risk management. (Please see the **Governance Standard Guidance** document for further guidance on risk management).



Asset Management

Asset Management refers to the activities undertaken by an organisation to manage, maintain and protect their housing stock so that it meets the needs of current and future tenants. Protecting housing assets means securing their long-term value and ensuring they are kept in good condition. Asset management is a core activity for all AHBs.

An effective asset management programme includes a co-ordinated approach to repairs and maintenance, forecasting of current and future investment requirements, and a dedicated approach to void management.

An AHB's approach to asset management should identify asset management objectives and priorities. These should be both appropriate to the organisation and informed from reliable information and data on the properties (whether owned, leased or managed). The objectives and priorities should also be aligned to the relevant obligations the AHBs is expected to meet.

All AHBs should document their approach to asset management in a format appropriate to the nature, size, and scale of their organisation. It is important that the Board are satisfied that there is an effective asset management programme in place.

Environment and Sustainability

An AHB's asset management programme should take into consideration any environment and sustainability policy obligations, reflecting the increasing importance on reducing environmental impact and improving sustainability practices in the provision of housing. These obligations may cover areas such as energy efficiency, carbon footprint and waste management, amongst others.

Performance Management

An AHB can demonstrate that they are delivering on their asset management objectives through effective performance management. This means that progress is monitored against the stated objectives by setting appropriate and relevant performance indicators, or through an equivalent measurement approach, and reporting progress on these on a regular basis, for example, response repairs performance.

It is the responsibility of the AHB and their Board to ensure that they can demonstrate appropriate assurances regarding the delivery of asset management objectives.

Asset Management Overview

The following diagram highlights the key considerations for AHBs in developing an effective asset management approach.

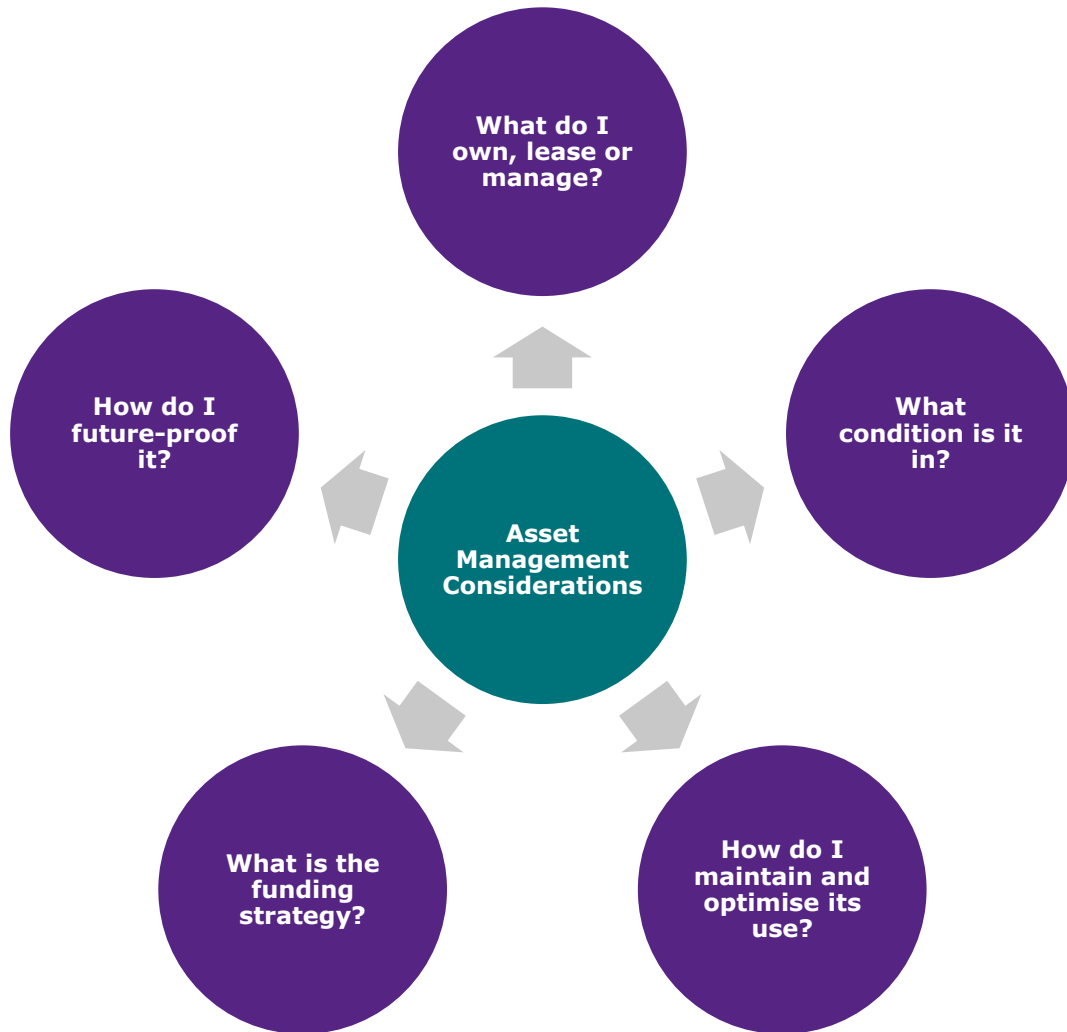


Fig 1- Asset Management

Asset Register

It is vitally important that all AHBs have a detailed record of all of the dwellings that they own, lease and manage, including their repair, inspection, and voids history. In some cases, an individual property may contain a number of dwellings so AHBs need to ensure that they have an accurate record of all dwellings.



An asset or property register is the most common method of recording data on the organisation's dwellings. This usually details core property data (for example, address, accommodation type, age of building), along with information regarding ownership status, lease details, dwellings' repair and inspection history, and void periods, at a minimum. The level of detail and sophistication of the register will depend on the nature, scale and size of the organisation, and the systems it has in place.

AHBs should have a system in place that allows them to record details in relation to all dwellings. The level of data required may differ depending on the activities of the AHB, including the ownership status of each dwelling (for example, dwellings that are subject to a lease or management agreement may require additional details on the contract, in comparison to those that are directly owned by the AHB). It will also vary according to their use (for example, Care and Support organisations may require specific data related to the accommodation type).

At a minimum, all AHBs are expected to hold accurate and up-to-date information on the dwellings that they own, manage or lease, including the condition of those dwellings.

Stock Condition Survey

AHBs require accurate data on the condition of all dwellings, so that they can assess both the immediate and long-term requirements of maintaining those dwellings. Typically, information on the condition of dwellings can be derived from a 'Stock Condition Survey'.

A Stock Condition Survey is a record of important data about a dwelling, including details like size, accommodation type, date of construction, and type and estimated lifespan of key building components (for example, expected timeframe for when windows or doors will require replacement). In the case of multi-dwelling properties this should include all common areas and structural parts of that property. This information is used to assess the current condition of dwellings and estimate the cost and timing of future repairs and maintenance.

Generally, Stock Condition Surveys are carried out by external surveying companies. Where an AHB has appropriately skilled staff in place to carry out the survey internally, they should rely on external validation of the data captured on their dwellings to ensure it is reliable. In order to keep data up to date, AHBs should survey the condition of their dwellings on a regular basis to ensure data held is relevant. To manage costs, larger AHBs may conduct a survey on a rolling basis.



All AHBs should be able to evidence and provide assurances that they hold reliable and up-to-date information on the condition of their dwellings.

Funding Repairs and Maintenance Requirements

All AHBs should rely on the information captured in their stock condition surveys when forecasting current and future maintenance investment needs. This information will enable an AHB to understand the likely timeframes and the extent/costs of current and future maintenance work, including how this work will be funded. When forecasting investment needs, all AHBs should consider Value for Money, and identify areas where efficiencies can be achieved (for example, co-ordinating a boiler replacement programme to ensure economies of scale, where appropriate).

AHBs should be satisfied that there are adequate financial resources available to fund all repairs and maintenance works. When we refer to financial resources, we are talking about the funds you have available to spend on meeting the AHB's repairs and maintenance requirements in line with the asset management objectives.

There are a range of methods AHBs may utilise to demonstrate that they have adequate financial resourcing in place. These can include:

- Having a specific cash backed reserve in place to fund maintenance programmes based on likely required spend
- The ability to meet repairs and maintenance costs through their income and expenditure account. This will require robust planning and budgeting processes in place; or
- Reliance on grant funding to meet upcoming maintenance costs, where this has been agreed with the funder.

The AHB's financial resources must be adequate to meet projected repairs and maintenance requirements in both the short and long-term, and a clear method for managing and monitoring the adequacy of this provision should be in place.

All AHBs should be able to demonstrate that they have a plan in place for the current and future investment needs of their properties.

Please refer to the **Financial Standard Guidance** document for further information regarding the management of financial resources.



Repairs and Maintenance

AHBs have a legal obligation to keep tenant’s homes in good repair. Repairs and maintenance are a function that directly affect tenants, and often requires significant resources from the AHB. It is therefore crucial that each AHB delivers a cost-effective and efficient repairs and maintenance programme. The programme should provide value for money to the AHB, while offering a high quality, fit-for-purpose repairs and maintenance service to the tenant.

To achieve this, an AHB must ensure that the repairs and maintenance programme is embedded within the overall asset management approach. Each AHB should tailor their approach to repairs and maintenance in a manner that is suitable to their organisation, the number of properties, and the diversity of their tenants.

At a minimum, an effective repairs and maintenance function will be:

- easily accessible to tenants,
- include appropriate budgeting,
- deliver value for money through effective procurement,
- pro-actively manage void dwellings,
- have a documented approach to performance management, and
- utilise tenant feedback.

All AHBs are expected to have effective policy(s) and procedure(s) in place for the management of their repairs and maintenance activities. They should be able to demonstrate that the approach is linked to the organisation’s overall asset management objectives.

The approach should set out, at a minimum, how the AHB will address the following areas of repairs and maintenance:

Examples of Repairs and Maintenance Methods

Responsive Repairs	These are generally unplanned repairs, usually carried out in response to a tenant/staff/volunteer notifying the AHB of a problem such as plumbing leaks, minor electrical faults and heating system faults. They are often prioritised as (a) emergency, (b) urgent and (c) routine.
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Examples of Repairs and Maintenance Methods

Planned Maintenance	These are works that are scheduled in advance. A planned approach can result in cost savings for an AHB, and an improved service for tenants. Typical planned programmes can include the replacement of kitchens, bathrooms, or boilers, or maintenance and improvement work, such as roof repair. Programmes for planned works should be based on the results of recent stock condition analysis
Cyclical Maintenance	Cyclical works are works that are carried out routinely, according to a pre-agreed plan (for example, regular gas servicing or fire alarm servicing). Cyclical works can also include general maintenance programmes, such as external painting or painting of internal communal areas, which may be repeated after a number of years.
Capital Works	Capital works are major works carried out on properties to improve the value of the asset. These are funded via capital rather than through the AHB's income and expenditure account. These works are also planned in advance. This approach should be clearly linked to the AHB's asset management objectives.

AHBs should have an annual programme of repairs and maintenance that outlines the planned and cyclical maintenance, capital works, and assessment of the expected level of day-to-day responsive repairs based on previous experience. This should be fully aligned to the organisation's asset management objectives.

All AHBs should be able to demonstrate that they have an annual programme of repairs and maintenance in place, with clear budgets for expected costs and a system for monitoring and reporting on progress against it.

Communication with tenants is a crucial element of delivering repair and maintenance programmes. Further guidance on appropriate communication with tenants can be found in the **Tenancy Management Standard Guidance**.



Void Management

"A void is best defined as any property that doesn't have a tenant living in it for a period of time." ³

An important element of an AHB's asset management objective is how voids are identified and managed within the organisation. The pro-active management of void dwellings helps AHBs reduce unnecessarily long void periods and improve efficiencies, thereby maximising occupancy and minimising the loss of rental income.

There can be many legitimate reasons for why an AHB has voids. All AHBs should have clear, accurate and up-to-date information on the number and type of voids held. This will enable them to identify the number of voids that are available for letting, evaluate why voids exist and take action to address long-term voids.

There are a range of areas where AHBs can take proactive steps to manage void properties:

1. Effective management of void repairs to minimise turnaround times and reduce void periods through early identification of the condition of the property and planning the completion of all related works
2. Consideration of voids within planned maintenance programmes so AHBs take advantage of void periods to carry out any required works to properties, minimising disruption for tenants
3. Addressing long-term voids as part of the asset management programme/ strategy, bringing void properties in poor condition back into use.
4. Implementing proactive efficient and effective nomination and allocation policies and procedures to reduce the length of turnaround time between tenants in a dwelling.

All AHBs should be able to demonstrate that they have effective policies and procedures in place for the management of voids which make best use of all available properties.

³ CIH & Housing Agency – **Effective Void Management in Ireland**



Please refer to the **Tenancy Management Standard Guidance** document for further information regarding nominations and allocations.

Managing Budgets

All AHBs should have appropriate annual budgets to fund the completion of repairs and maintenance. The budget should establish the level of expenditure required and associated funding needed within the organisation to deliver on each element of its repairs and maintenance programme.

When forecasting the level of funding required, AHBs should consider (i) actual spend from previous year's financial performance and (ii) information derived from the asset management programme and stock condition analysis, including expected costings for the delivery of works.

All AHBs should be able to demonstrate that they have mechanisms in place for monitoring, reporting and evaluating their performance against their repairs and maintenance budgets. AHBs should ensure that they consider actual spend against planned spend to identify any variances, including why they have occurred. This should be actively, reviewed and monitored by the Board. Further guidance on budgeting can be found in the **Financial Standard Guidance**.

Value for Money

The vast majority of AHBs will rely on contractors to deliver their repairs and maintenance programmes. Therefore, all AHBs should have documented procurement policies and procedures in place which set out the principles and processes that they follow when sourcing and purchasing goods or services.

AHBs should seek to achieve value for money in the procurement of all goods and services. Value for Money (VFM) is defined as "the most optimum combination of cost and quality to



meet the user’s requirement.”⁴ AHBs should seek to ensure that public and charitable funds are managed and utilised in an efficient and effective manner.

All AHBs should ensure that contractor performance is measured in line with the contract requirements, including deliverables and agreed performance targets. The monitoring of contractor performance is likely to involve the collection and analysis of performance data and regular meetings with the contractor to assess performance. All AHBs should be able to demonstrate that they have appropriate procurement and contract management procedures in place.

Performance Management

All AHBs should be able to demonstrate that they are able to capture and evaluate performance in the provision of services to tenants. This could include having a performance management framework (appropriate to the AHBs size) in place that allows the organisation to actively monitor progress against a range of performance indicators. These allow organisations to evaluate success of a particular activity against an agreed target.

Examples of performance indicators for repairs and maintenance may include repair response times, maintenance costs, and levels of voids, amongst others. These should allow the AHB to identify areas where improvement is required or areas of risk to the delivery of objectives. This is not an exhaustive list and is dependent on the size, scale and operational type of an AHB.

All AHBs should have a system in place that ensures that all performance data collected is timely, accurate and reliable. All AHBs should ensure that performance information is regularly reported to tenants, the Board, and staff, where appropriate.

⁴ OECD – “Value for Money and International Development”



Tenants' feedback on the performance of the AHB is a vital element in measuring the efficiency and effectiveness of the repairs and maintenance services provided and whether outcomes are being achieved.

Tenant surveys are an example of how AHBs can obtain performance information from service users but there are a range of other methods available. Smaller AHBs may rely on more informal forms of feedback from their tenants to ensure tenants are satisfied with the level of service being provided, for example, face-to-face discussions.

Please refer to the **Tenancy Management Standard Guidance** document for further information on tenant feedback.



5. Larger and/or Debt Funded AHBs

Where an AHB is predominantly funded through loan financing there are a range of additional risks that the AHB must take account of in their approach to asset and property management. In this chapter we set out some of the additional expectations for these AHBs.

Additional Obligations and Reporting

Alongside all existing legal, regulatory and statutory obligations, larger and/or debt funded AHBs will have additional obligations connected to their funding arrangements, for example loan covenants. Larger and debt funded AHBs may have a range of funding obligations they will be required to meet across their property portfolio(s).

These AHBs need to ensure that they have robust, reliable and comprehensive asset and /or property registers in place that adequately capture all assets and associated liabilities that exist within the organisation. As larger AHBs have a high volume of dwellings there is a greater risk that data held may not be complete, accurate or up to date. Boards should have assurance that data reported to them can be relied upon. These AHBs are likely to require a robust IT system(s) to support the data requirements for all dwellings managed by the organisation.

Assurance Framework

Larger AHBs should have robust mechanisms and structures in place for monitoring and reporting compliance with all legal, regulatory, funding and statutory obligations. These organisations will be required to demonstrate and evidence strong governance, assurance and internal control frameworks. These could include the role of sub-committees in supporting effective oversight, internal audit functions, segregation of duties and delegation of authority. Larger AHBs will likely have dedicated resources within the AHB with a focus on compliance and assurance.

Asset Management Strategy

Where AHBs have additional financial commitments associated with the repayment of loans, it is vital that both income and expenditure are managed effectively. Larger AHBs are expected to have a comprehensive Asset Management Strategy that fully details their short-



, medium- and long-term asset management programme, objectives, funding and priorities. These should clearly set out the AHB's approach to maintaining their properties in good condition whilst also ensuring that rental income is maximised through effective void management.

Where appropriate, this strategy should be aligned to their corporate and financial objectives to ensure asset management objectives are achievable. The AHB's annual programme of maintenance and investment in properties will need to reflect the overall asset management objectives to ensure successful delivery.

Capacity and Capability

Large AHBs will need to have a focus on the resourcing and skills within the organisation in order to effectively manage the additional dwellings being delivered by the AHB. The capacity of the organisation to manage higher volumes of dwellings as the organisation grows should be a key focus for the Board.

Having the appropriate skills and experience within the organisation to manage a large property portfolio and increasing levels of private finance is vital for the AHB in managing risk. AHBs will need to ensure that as the organisation grows the level of professionalism and experience of both Board and executives increases accordingly.

Financial Planning and Monitoring

AHBs that are predominantly debt funded are expected to evidence that their annual programmes of repairs and maintenance and associated budgets are clearly linked to their overall financial plans.

There should be sound assumptions in place to support the forecasted costs and clear visibility on the expectations around how each category of repairs and maintenance will be funded.

Underinvestment on planned and/or cyclical maintenance programmes can lead to an increase in more costly responsive repairs, so AHBs should ensure that budget monitoring and reporting controls are robust.

For further guidance on financial planning and monitoring please refer to the **Financial Standard Guidance**.



6. Care and Support AHBs

AHBs who are predominantly Care and Support organisations will have a different business model than AHBs whose main focus is the provision and management of housing. Whilst for these organisations, housing is not their primary function, there is an expectation that sufficient visibility and oversight around asset and property management is evident.

Landlord function

An AHB's financial information is expected to provide visibility around the housing activities within their organisation. This will mean AHBs having clear budget lines associated with the housing element of their business.

The AHB's Board should receive clear information around the provision and management of housing, including assurance that the organisation is able to:

- Generate sufficient income to cover the costs associated with the management of their dwellings;
- Meet their statutory, legal and funding obligations as a landlord; and
- Deliver a high-quality service that meets the needs of their tenants/service users.

Future Investment (Forecasting)

Most Care and Support AHBs rely on revenue funding to fund their day-to-day activities (predominantly provided by the Health Service Executive (HSE)). Whilst this funding model tends to operate on an annual budgeting cycle it is vital that AHBs can demonstrate the ability to forecast their property investment requirements over the short to medium term.

These AHBs are expected to evidence that properties have been subject to an appropriate survey of their condition and have a clear assessment of the investment needed to maintain the quality of their properties.



Where the AHB uses revenue grants to fund all or some of its repairs and maintenance programmes the organisation is expected to evidence that this source of funding can be relied upon to meet future investment needed to maintain their dwellings.





Useful resources:

AHBRA

Standards for AHBs

Governance Standard Guidance

Financial Standard Guidance

Tenancy Management Standard Guidance

Notifiable Events Guidance

Regulations

Housing (Regulation of Approved Housing Bodies) Act 2019

Housing (Standards for Rented Houses) Regulations 2019

Building Control Regulations

Health Information and Quality Authority (HIQA) - **Standards**

Guidance from other Statutory Bodies

Residential Tenancies Board (RTB) – **Guide for Approved Housing Bodies on Minimum Standards for Rented Residential Accommodation.**

Residential Tenancies Board (RTB) - **The Good Landlord Tenant Guide**

Health Information and Quality Authority (HIQA) - **Guidance**

Government services and information (Gov.ie) - **Fire Safety Guidelines**

Sustainable Energy Authority of Ireland (SEAI) – **BER Sales and Rental Guidelines**



List of abbreviations

AHB – Approved Housing Body

AHBRA – Approved Housing Bodies Regulatory Authority

BER – Building Energy Rating

H&S – Health and Safety

HIQA – The Health Information and Quality Authority

HSE – Health Service Executive

ICT – Information and Communications Technology

KPI – Key Performance Indicator

MOU – Memorandum of Understanding

RTB – Residential Tenancies Board

SEAI – Sustainable Energy Authority of Ireland

VFM – Value for Money

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