

Leading Change and Doing Things Differently

At a time of unprecedented housing need in Ireland with almost 140,000 people on housing waiting lists and over 6,000 people experiencing homelessness, Oaklee Housing is committed to playing a leading role in the delivery of quality social and affordable housing.

In response to *Rebuilding Ireland Action Plan for Housing and Homelessness*, Oaklee Housing's vision is to make a significant impact on the targets to accelerate housing supply through the delivery of an ambitious development programme, to work with specialist providers to help address homelessness and to maximise opportunities to utilise land banks and acquire unused housing.

Our aim is to work in partnership with local authorities, government agencies, our funders and the private sector to at least double our housing stock during the period of this Corporate Plan through acquisition, development, leasing and management. Our plan is to continue to build on our experience to date, to expand existing partnerships and develop new ones so that we can continue to help people live independently, with person-centred care in their own local communities.

We are committed to providing high quality customer services to our tenants and to keep our tenants at the centre of everything we do. We will not lose sight of the importance of having excellent housing and estate management services, as well as ensuring responsive maintenance services and continued investment in our housing stock.

We hope to continue to build on our partnership with Choice Housing and others to achieve the ambitious goals and targets set out in this Corporate Plan 2016-2019.

Trustworthy

Value for Money
Accountable
Honest
Diligent

Customer-Centred

Helpful
Knowledgeable
Professional
Fair

Dynamic

Innovative
Responsive

Our Corporate Plan can be summarised around 6 Goals:



Goal 1: Business Growth

- Double our stock through expansion of our pipeline of off-the-shelf and design & build schemes.
- Play a leading role in the mortgage to rent programme (MTR) so that families at risk of homelessness have a more secure future.
- Diversify our housing provision, explore new models and progress strategic partnerships.

Goal 2: Long Term Viability

- Robust treasury management policy with regular reviews.
- Secure commercial borrowing to fund our development programme.
- Have strong financial and risk management processes.
- Maximise capital grant income and rental income, through effective void and arrears management.

Goal 3: Service Excellence

- Create a high performance culture, recruiting and retaining high calibre people, as well as on-going investment in their training and development.
- Invest in enhanced mobile working solutions which will maximise the potential for tenant engagement.
- Seek feedback from our customers annually and continue to involve our tenants, ensuring input into the design and development of our services.

Goal 4: Managing Our Assets

- We will invest €1,167k in the long term maintenance of our housing stock.
- We will complete a stock condition survey to inform our appropriately resourced annual planned and cyclical maintenance programmes.
- We will continue to provide a cost-effective day-to-day response maintenance service and set challenging performance standards for completion of repairs.

Goal 5: Raising Our Profile

- Raise the profile and brand awareness of Oaklee Housing.
- Effectively communicate with our customers and external stakeholders.
- Maximise the use of communication channels including web, social media, on-line platforms, digital marketing channels and PR.
- Engage with and influence policy makers and Oireachtas structures.
- Position Oaklee Housing as a leading player in the delivery of social housing and as a key opinion leader in social housing policy in Ireland.

Goal 6: Good Governance

- Ensure a robust governance framework is in place in Oaklee Housing.
- Review policies and procedures across the organisation to ensure that they are fit for purpose, comprehensive and consistently applied.
- Ensure full compliance with Voluntary Regulation Code and statutory protocols.

Resourcing the Plan

- Strong retained surpluses
- Housing Finance Agency
- Private Bank Finance
- CALF & CAS
- Access to land banks from LAs

Working together for positive change