



GREAT HOMES.
THRIVING
COMMUNITIES.



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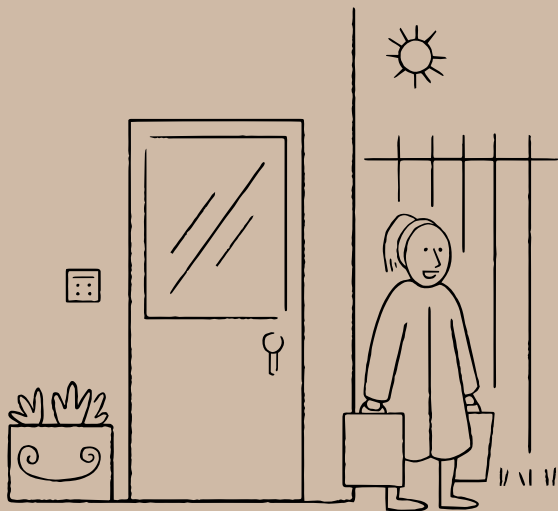


**OAKLEE IS TRANSFORMING TO
MEET THE GROWING NEED FOR
SOCIAL HOUSING**

Welcome to Oaklee’s new Strategic Vision for the period 2023-26. The Board’s priority for the next three years is to deliver more homes and to make a significant contribution to increasing the supply of social and affordable homes.

To guide our work, we have restated our Purpose — why we exist — and refreshed our Values to confirm what our partners and residents can expect of us and what we hold ourselves accountable to, as we deliver on our most ambitious plan yet.

Everything we do and achieve depends on our many partners, residents and of course our own team of dedicated people. We can only realise our ambitions by working together to achieve positive change.



HOMES TO BUILD FUTURES IN

Our last Corporate Strategy 2020—23 Delivering homes. *Changing lives. Creating communities.* had 4 high level objectives: to invest wisely, to deliver new homes, to deliver exceptional services to our residents and to work collaboratively with our partners & stakeholders.

During that period our priorities shifted as we dealt with the impact of the COVID pandemic which negatively affected services to residents, site closures, materials supply interruptions, construction cost inflation and labour shortages.

Since February 2022 the war in Ukraine has impacted on energy, food, interest rates, inflation and consequently on our residents and staff during a cost-of-living crisis. Through stock condition surveys we uncovered building defects, some of which were fire safety related, and required significant investment during the period of the last plan and into 2024.

Despite the impact of these factors on our 20—23 plan, our record and performance during this period in relation to addressing building defects, health and safety compliance and resident services is one we are very proud of.

SIGNIFICANT WINS

We grew our housing stock and homes in management through our delivery programme, the completion of Acorn Housing and Social Housing Bundle 1.

We also established three hubs that operate in Kilkenny, Tullamore and Ardee where we have “*Boots on the ground*” and local connections strengthened.

As we look forward and start the year from *April 2023* as an independent Oaklee, we are focused on enhancing future prospects through housing.



OUR GUIDING PURPOSE

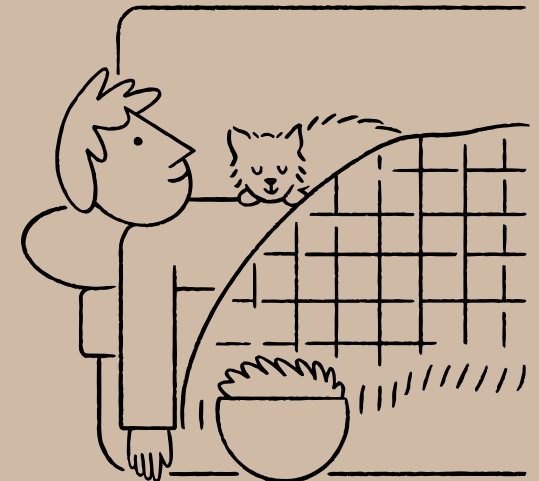
We exist to provide affordable homes and the supports needed to enable people and their communities to live, thrive and prosper.

To also deliver safe, secure homes for people and we believe we have the right foundations from which we can achieve great things over the next three years.

We have a strong team experienced in:

- housing delivery and construction
- housing and property management
- health and safety compliance
- resident engagement, and
- financial management

Our Boards and Committees are made up of skilled and ambitious individuals who collectively see the potential for Oaklee to make a bigger impact and deliver more homes in sustainable communities.



01

INTRODUCTION TO OAKLEE



THE OAKLEE STORY SO FAR

We were established in 2001 with a *strong social purpose*, a charitable ‘*not for profit*’ status and we continue to work to play a significant role in delivering much needed housing against a backdrop of the current housing crisis. We are driven by our mission to *change people’s lives by providing them with secure and stable homes which enables them to live, thrive and prosper.*

Since Oaklee began we have delivered housing across the country, in 19 counties and we work hard to ensure that our services to residents are of a high quality in sustainable communities.

WE ARE PROUD OF SOME “FIRSTS”

We established a wholly owned subsidiary Acorn Housing in 2019 as a special purposes vehicle (SPV) and financing structure which enabled 217 homes to be acquired using borrowing of €47m from NordLB, as well as CALF. This was the first private finance SPV created by an AHB.

We partnered with Macquarie, Sisk, and Choice Services in the Comhar Housing Consortium which is the consortium that financed, built, and manages Social Housing PPP Bundle 1, consisting of 534 homes across Dublin and surrounding counties.

We collaborated to advance the work of Oaklee. We are an Approved Housing Body (AHB), a member of the Irish Council for Social Housing (ICSH), and an active member of the Housing Alliance, an alliance of six of the largest housing bodies in the state. We maintain a strategic partnership with Choice Housing Ireland Ltd. in relation to Comhar Housing and will explore opportunities to work together across the island as they arise.

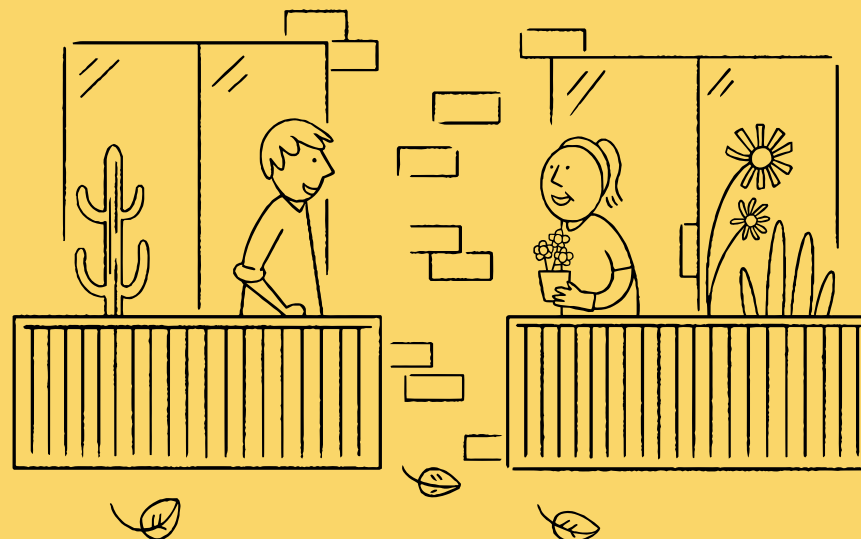


OAKLEE'S GUIDING PRINCIPLES

OUR MISSION

To change people's lives by providing them with secure and stable homes which enables them to live, thrive and prosper.

We do this by creating more sustainable and inclusive futures for people and communities through great housing.



OUR VALUES

WE WORK WITH *AGILITY*

- We have the ability to understand what's needed and move quickly.
- We work together as a flexible, multi-skilled and experienced team.
- We listen to the needs of our residents and put these first, always.
- We all play our part and together we are stronger and achieve more.

Providing homes can be complex and requires good teamwork and collaboration to arrive at the best solutions.

Being agile demands that we act with bravery and courage to achieve the best possible result.

WE WORK WITH *EMPATHY*

- We are genuine. We are human. We see the whole customer.
- We care greatly about what we do. We know the positive difference our work can have on the health, wellbeing and lives of our residents and on society in general.

This awareness drives all of us and ensures everyone in Oaklee is heard and that their voice is valued and respected.

- We take time with each other, our partners and residents to really listen and to be open and honest in our response.
- We act with integrity. We challenge the status quo in our organisation and in our sector and always seek to do better.

WE WORK WITH *AMBITION*

- We are experts. We are innovators. We strive to achieve more.
- We strive for continual improvement. Every part of our organisation is important, and it is the combination of diverse skills, experiences and views that make us stronger and better.

Our progress and delivery of our ambitions for growth demands change and we're bold and brave enough to try new and different approaches. Well thought out and calculated risks can lead to great results.

- We celebrate and share our successes. We learn from what didn't work and believe that not to try is the biggest failure. We take pride in the work we do and are motivated to try harder by the positive changes we can see in the lives of our residents and communities.
- We believe that providing homes means that our residents and partners can be ambitious and prosper too.

02



AT A GLANCE

DELIVERING ON PURPOSE

The following are our list of objectives which will help to deliver on our strategy and our reason for being.



The top priority objective for this Strategic Vision is to

Deliver more homes through strong partnerships



To ensure the success of this objective (as well as others) we will

Communicate & engage more with our stakeholders



Our residents remain a key focus and we will continue to

Provide quality customer services

Upgrade our homes & neighbourhoods



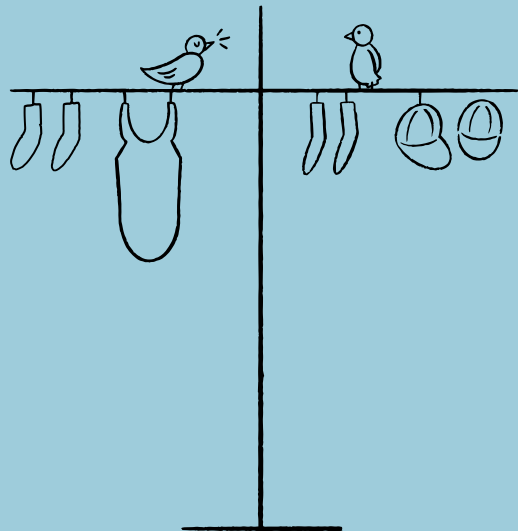
Supporting these objectives we will

Create a high performance culture

Strengthen our financial position

CROSS-CUTTING THEMES

Our Strategic Vision contains some cross-cutting themes that emerged from stakeholder consultations during the preparation of this plan, which include:



- Resident engagement & community development
- Strong health & safety & compliance culture
- Sustainability & energy
- Security & safety for residents & communities
- Resident services, supported by communication & technology
- A strong culture where our people understand & live our values of Agility, Empathy & Ambition

03

OUR
STRATEGIC
OBJECTIVES



OBJECTIVE 1

Delivering more homes through strong partnerships

Our aims are to:

- Deliver 850 new homes and have a pipeline of another 450 secured.
- Nurture a group of counterparts for continual collaboration on the delivery.
- Deliver cost rental homes in mixed tenure developments, ensuring financial viability of models.
- Achieve high energy rating of new stock — A2 energy rating for new and B3 for second hand and include biodiversity considerations in design.
- Build on the success of our PPP work to date and participate in future bids and consortia.
- Proactively engage with and fully consider new initiatives as they emerge.
- Partner with a small number of care and support providers to help meet the housing needs of people with special needs.
- Collaborate with other AHBs and explore potential mergers.



EMBRACING GROWTH & PROGRESS

GROWTH PLAN TO BE FINALISED AND REVIEWED ANNUALLY

A growth/delivery plan to be finalised with breakdown of delivery by type, geographic location, by resident need, proportion of social and cost rental, which includes PPP, the resources required to implement the plan and a supporting funding strategy. Sector position ambitions to be articulated.

OBJECTIVE 2

Communicating & engaging with our stakeholders

Our aims are to:

- Craft and deliver a comprehensive, measurable communication strategy and tactical plan.
- Complete a review of the Oaklee brand and implement changes across all channels.
- Using Oaklee.ie as the key information platform, drive stakeholder engagement through impactful, informative, and targeted communications.
- Collaborate with the Housing Team and Resident Engagement Manager within Oaklee to specifically support better communications and engagement with residents.
- Expand Oaklee's communications channels and activities to achieve greater reach and drive increased awareness of the brand.
- Leverage national and local PR, industry awards and social media to shine a light on our team and success stories.
- Support the individual business functions with a suite of high quality, targeted and informative marketing and communications collateral.

EMBRACING GROWTH & PROGRESS	
ENHANCED BRAND AND PROFILE	An in-house lead for brand and profile to be appointed in 2023. Engagement with our stakeholders will be enhanced and coordinated across the business.

OBJECTIVE 3

Providing top quality resident services

Our aims are to:

- Deliver a responsive and high-quality housing management service.
- Provide a range of channels (including Help Desk) from which residents will be able to access services from.
- Improve resident engagement using their feedback to shape decision-making.
- Deliver high levels of resident satisfaction with our services.
- Review of the services we provide to residents and develop improvements
- Improve resident sustainment through partnerships with specialist service providers.



EMBRACING GROWTH & PROGRESS

NEW RESIDENT SERVICE ACCESS

Develop a business case to consider a new help desk service offering for our residents. Mobilise new service Sept 2023 and strive to ensure that high services standards are achieved.

OBJECTIVE 4

Maintaining & upgrading our homes & communities

Our aims are to:

- Achieve a high level of satisfaction with our repairs service.
- Ensure our portfolio is compliant with legislation, health and safety standards and best practice.
- Invest in our assets through our planned maintenance and cyclical programmes.
- Revisit our Energy and Sustainability Strategy and implement new initiatives to reduce the Oaklee carbon footprint.
- Develop as Community Development Strategy.
- Dedicate resources to ensure oversight of OMC responsibilities in apartment blocks where residents live.
- Manage the adaptation of homes to support residents with changing needs to remain in their homes and empower them to live independently.

EMBRACING GROWTH & PROGRESS

NEW ENERGY AND SUSTAINABILITY STRATEGY

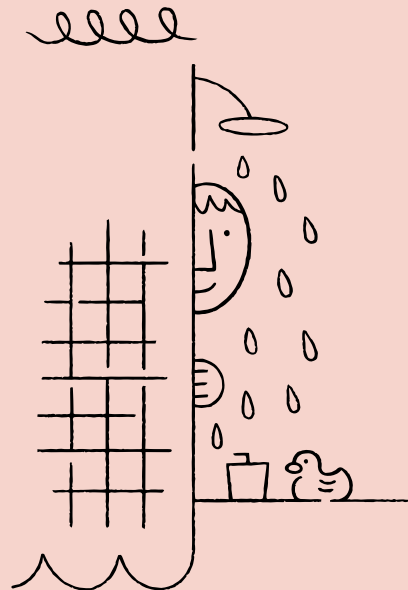
A new Energy and Sustainability Strategy will have actions and targets for energy and carbon reduction across Oaklee's activities. This will include minimum BER of new stock, retrofitting programmes, paper free and green office, and biodiversity initiatives in communities.

OBJECTIVE 5

Creating an efficient high-performance culture

Our aims are to:

- Continue to build a culture where people are engaged and which stimulates them to live our values of Agility, Empathy and Ambition.
- Develop our people through investment in training, learning and development activities.
- Identify and develop our leaders to support teamwork, accountability, autonomy and innovation.
- Improve the wellbeing of our workforce through wellness initiatives.
- Strive to continually improve governance, ensuring that our board and committee members have the knowledge and skills they need to lead and govern the organisation.
- Provide workspaces that drive engagement, collaboration and efficient professional practices.
- Enhance our IT to enable resident access and engagement and improve cyber security.



EMBRACING GROWTH & PROGRESS

DIGITAL TRANSFORMATION

Prepare and implement a three-year Digital Transformation plan who will enhance IT for the team and for our residents. Priorities will be the Separation Project, fitting out the new office, establishing a new IT service delivery model and the establishment of a new Help Desk for our residents.

CULTURE AND PEOPLE

Appoint an in-house lead for People and Culture in 2024, which focuses on staff engagement, training, learning and development activities and wellbeing. Invest in leadership for succession, as well as recruitment and retention.

OBJECTIVE 6

Ensuring financial growth & sustainability

Our aims are to:

- Continuous enhancements across all of our financial control, planning and analysis activities – i.e. policy, procedure, budgeting, forecasting, modelling and reporting.
- Manage the treasury and investment strategy, diversifying our funding base and fostering strong working relationships with our funders.
- Lead the implementation of a Value for Money Strategy across the organisation, supported by in-house procurement services.
- Collaborate to provide financial and commercial acumen to new housing delivery and expansion considerations.
- Meet Environment, Social and Governance (ESG) investment and reporting standards.
- Ensure all statutory regulatory reporting obligations are met, supported by IT and a suite of policies.
- Continually monitor and embed risk across the organisation at all levels and provide assurance through internal and external audit.
- Achieve responsible growth with strong financial health maintained across financial KPIs.
- Achieve efficiencies and economies of scale as we grow.

EMBRACING GROWTH & PROGRESS

VALUE FOR MONEY STRATEGY

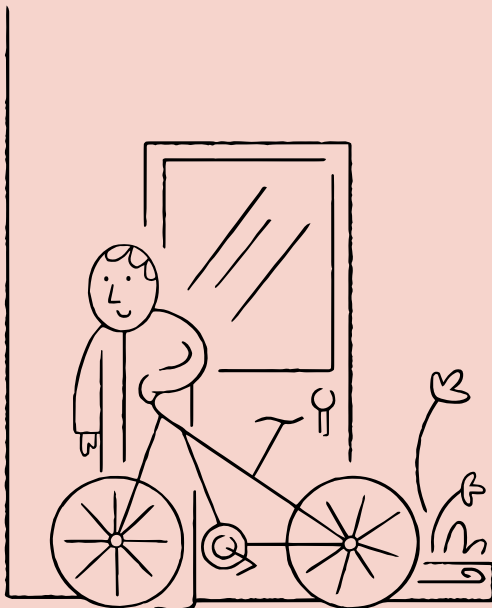
Having completed initial work on a value for money strategy in 2022, the work will conclude with clear identifiable actions and measures for implementation during 23-26.

WHAT SUCCESS MEANS FOR OAKLEE

As we work to deliver against our objectives, our values are what guide our behaviour and make sure every action, every decision, every word or promise we make leads to more and better homes for those who need one.

Behind each of our strategic objectives are a set of KPIs that will be monitored and managed through our annual business plan, performance monitoring and reporting processes to the Senior Management Team (SMT), to Committees and to the Board.

Great homes, thriving communities.



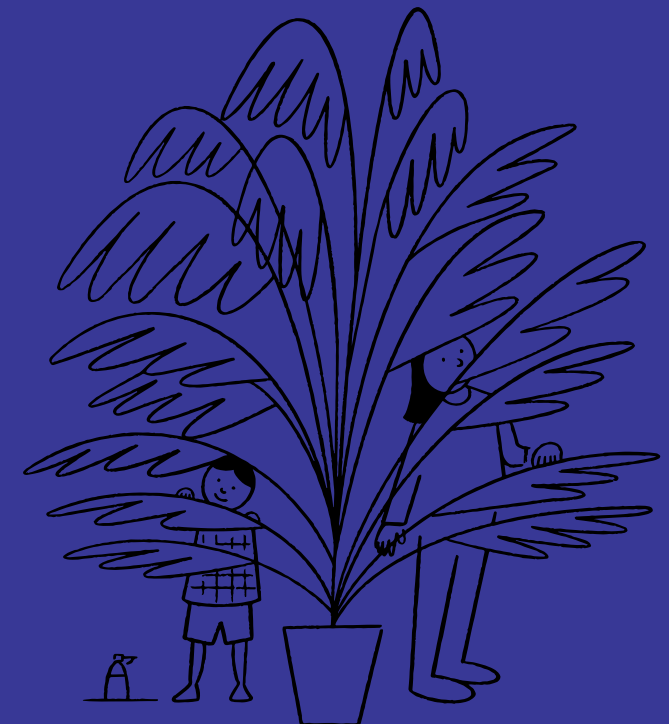
04



MEASURING SUCCESS

KPIS 23-26

It is essential that we measure the success of this plan in terms of outcomes and impacts. Behind each of our strategic objectives are a set of KPIs that will be monitored and managed through our annual business plan, performance monitoring and reporting processes to the Senior Management Team (SMT), to Committees and to the Board.



04. MEASURING SUCCESS

	OBJECTIVES	KPIS
1.	DELIVERING MORE HOMES	Homes delivered
		Homes started/in contract
2.	PROVIDING TOP QUALITY CUSTOMER SERVICES	Rent arrears
		Turn around times
		Neighbourhood satisfaction (annual)
		Resident satisfaction (annual)
		Rent collection (PPP)
3.	MAINTAINING AND UPGRADING OUR HOMES & NEIGHBOURHOODS	Response maintenance contractor performance
		Response maintenance customer satisfaction
		Stock conditions surveys
		Health and Safety compliance
		Retrofitting of stock to an agreed minimum BER Rating

04. MEASURING SUCCESS

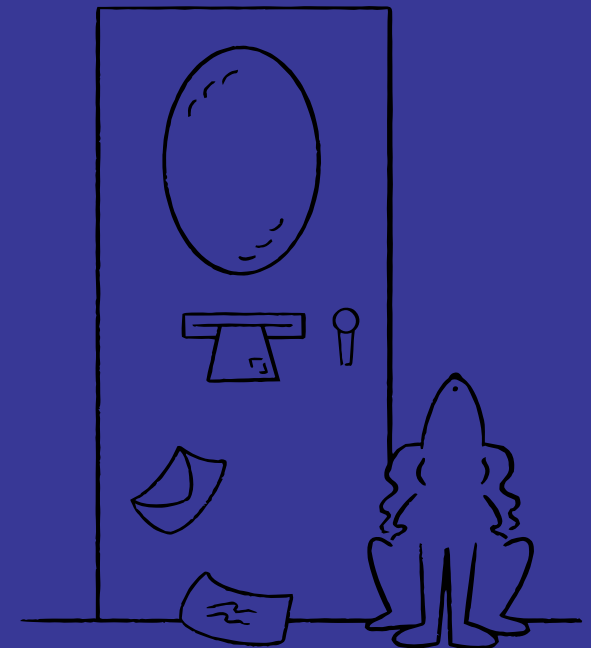
	OBJECTIVES	KPIs
4.	ENSURING FINANCIAL GROWTH & SUSTAINABILITY	<ul style="list-style-type: none"> Turnover EBITDA Retained surplus EBITDA Margin Operating Margin Gearing (incl Acorn CALF) Debt Service Cover Delivery in year PMP Response Repairs Cost Per Unit Internal audits

04. MEASURING SUCCESS

	OBJECTIVES	KPIS
5.	CREATING AN EFFICIENT HIGH PERFORMANCE CULTURE	NPS score (staff engagement)
		Retention rates (>85%)
		Sickness absence rates
		PDRs completed
		L&D investment per person
		Satisfaction with IT service
6.	COMMUNICATING & ENGAGING WITH OUR STAKEHOLDERS	Website — increase in visitor traffic
		Social media — LinkedIn followers
		National media mentions
		Awards — shortlisted
		Awards — achieved
		Stakeholder reach — Ezine click through
		Satisfaction with complaints handling

CHANGE FOR THE BETTER

In addition to the KPIs we have a number of Continuous Improvement Projects which will be developed with key milestones and deliverables. These will be captured in the annual Business Plan and will be regularly reviewed by the Board and SMT alongside KPI reports.



04. CHANGE FOR THE BETTER

THEME	INITIATIVE	YEAR
COMPANY		
GROWTH/DELIVERY PLAN	Clear growth/delivery plan to be finalised with breakdown of delivery by type, geographic location, resident need, proportion of social and cost rental (which includes PPP) the resources required to implement the plan and a supporting funding strategy. Sector position ambitions to be articulated.	2023-2026
VALUE FOR MONEY STRATEGY	Having completed initial work on a value for money strategy in 2022, the work will conclude with clear identifiable actions and measures for 23-26.	2023
ENERGY AND SUSTAINABILITY STRATEGY	A new Energy and Sustainability Strategy will have actions and targets for energy and carbon reduction across the whole business. This will include a minimum BER of new stock, retrofitting programmes, paper free and green office, and biodiversity initiatives for our open spaces.	2024
DIGITAL TRANSFORMATION	This will include the preparation and implementation of a three year plan to enhance IT for the team and for our customers. Priorities will be the separation project, fitting out the new office, establishing a new service delivery model and the establishment of a new Help Desk and chat function.	2023-2026

04. CHANGE FOR THE BETTER

THEME	INITIATIVE	YEAR
SERVICE OFFER		
NEW CUSTOMER SERVICE ACCESS	A business case will be prepared to consider the development of an alternative customer service offering for our customers.	2023
STAKEHOLDERS		
ENHANCED BRAND AND PROFILE	An in-house lead for Brand and Profile has been appointed in 2023, with increased resources and activity to support the achievements of the strategic aims in this plan. Engagement with our stakeholders (residents, developers, funders, etc) will be enhanced and coordinated across the business.	2023-2026
CULTURE AND PEOPLE	An in-house lead for People and Culture has been appointed in 2023, with a focus on staff engagement, training, learning and development activities, and wellbeing. Investment in leadership and succession remain a focus, as well as recruitment and retention.	2023 & 2024



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