

ANNUAL REVIEW

16/17

The difference
we're making

oaklee.ie

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John Cullen,
Chairman



Sharon Cosgrove,
Chief Executive Officer

“Oaklee Housing plays an important role within society and communities, assisting people to access high quality homes and live as independently as possible.”

Foreword

Without doubt, our operating environment continues to be one of change and challenge. The last year has seen increased pressure on the housing sector across Ireland and the demand for new social and affordable homes continues to exceed supply.

We recognise the scale of the challenge and the important role that Oaklee must undertake to relieve housing pressures and homelessness. In 2016, we delivered 53 new social housing units, started an additional 110 homes and laid important groundwork to increase the scale of our future housing provision. Our strategy has set ambitious targets for the next two years and includes the delivery of over 500 new social homes.

The housing crisis in Ireland cannot be tackled by just one organisation and we've deepened valuable relationships with voluntary and statutory agencies to maximise our efforts. The government has recognised the need for multi-agency working to resolve the critical housing and homelessness problem and, in July, we were pleased to welcome the Rebuilding Ireland policy and its five-pillars to address housing supply and homelessness.

We share the policy's aim of ramping up delivery to help individuals and families meet their housing needs, and to help those who are currently housed to remain in their homes or be provided with appropriate options of alternative accommodation.

Since the policy was launched, Oaklee Housing has moved quickly to transform our internal systems and processes. This vital restructuring means we are better able to accelerate the supply of quality social housing and make sure that we can respond effectively to the fast-changing landscape. As this annual report reflects, this approach is bearing fruit. We are bringing much needed new homes online and changing lives for the better. Our housing management, tenancy and property services continue to be delivered to a high standard, confirmed by our recent tenant satisfaction survey.

In the first five months of the current year we delivered a further 169 units, and today Oaklee Housing has more than 851 tenancies in a range of housing types including general needs housing, long-term supported accommodation for older people and housing for people with disabilities. These services are only possible because of the partnerships that we develop and maintain with local authorities, care providers, the Department of Housing, Planning and Local Government, the Housing Finance Agency, local communities and developers. Relationships remain the key to future growth and delivering on our objectives.

Planning and constructing suitable housing under time and budgetary pressures is a huge challenge. The provision of sites by local authorities and other statutory bodies is critical to the delivery of new social housing. In the reporting period, our engagement with councils is yielding positive results and enabled new homes to be progressed in Counties Meath, Louth, Dublin City, South Dublin, Laois, Wicklow, Fingal, Dun Laoghaire Rathdown, Offaly, Cavan, and Wexford.

Like all associations, we are also adjusting to new regulation of our sector. We believe the involvement of the Residential Tenancies Board and the Housing Regulation Office will help produce a more robust and effective sector in the forthcoming years in terms of governance and performance standards.

Behind our achievements is a great deal of hard work, dedication and enthusiasm and we would like to express our thanks to our staff and management team, Board Members and the residents involved in our participation initiatives for all that they do to ensure our success.

John Cullen,
Chairman

Sharon Cosgrove,
Chief Executive Officer



1

Our
Operations

ABBEY VILLAGE, DONEGAL



Vision and Values

OUR VISION

“To build a strong business with a social purpose and be a leading provider of quality customer focused housing and support services”.

We will do this by:

- Meeting housing need
- Ensuring that our customers receive high quality responsive services that meet their needs and expectations
- Collaborating with our statutory and voluntary partners to grow our business

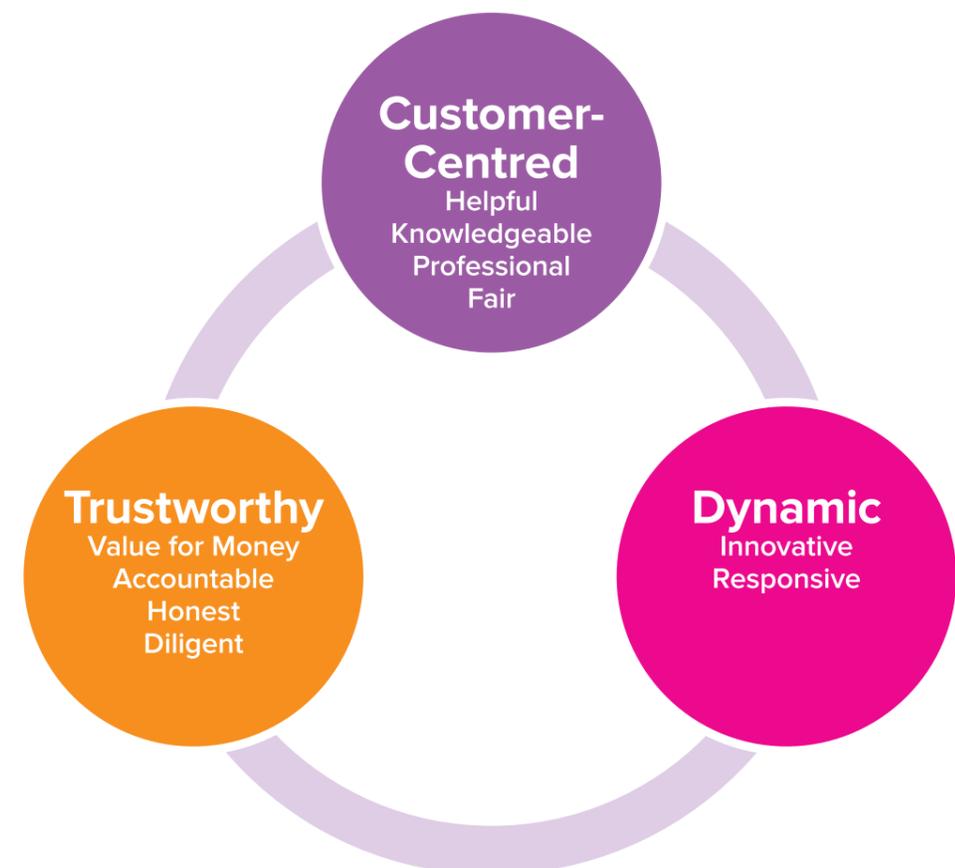
OUR VALUES

Our core values are the building blocks of our culture, providing common language and acceptable standards of behaviour.

We will do this by being:

- Customer centred,
- Trustworthy, and
- Dynamic.

We will embed these values in all our work.



What our customers said

OVERALL LEVELS OF SATISFACTION WITH OAKLEE



89% of tenants were satisfied with the overall service provided by Oaklee Housing



90% of tenants expressed satisfaction with Oaklee Housing as their landlord

INFORMATION AND INVOLVEMENT



88% of tenants believed that Oaklee Housing were good at keeping tenants informed



9 in 10 tenants found Oaklee Housing News useful



82% of tenants were satisfied that Oaklee Housing gave them the opportunity to make their views known



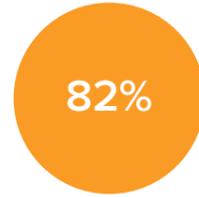
HOME



86% of tenants were satisfied with their home



AREA



82% of tenants were satisfied with their area as a place to live

CONTACT WITH OAKLEE



93% of tenants were satisfied with the range of methods available for contacting Oaklee Housing

There were high levels of agreement amongst tenants that Oaklee Housing staff are:

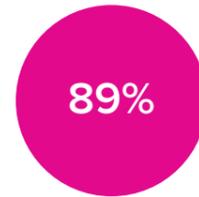
Polite and friendly	95%
Patient	92%
Understanding	92%
Knowledgable	92%
Able to deal with your query	90%

SHELTERED SERVICES

Sheltered tenants expressed high levels of satisfaction across most of the services provided



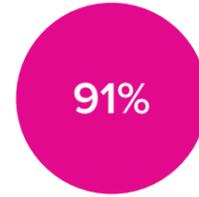
RENT



89% of tenants were satisfied with the value for money they received on their rent



85% of tenants were satisfied with the value for money they received from their service charges

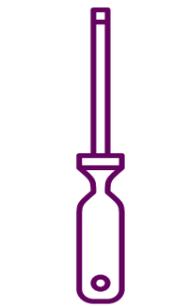


91% of tenants described Oaklee Housing staff members as helpful



84% of tenants were satisfied with the outcome of their last contact with Oaklee Housing

Performance Highlights



REPAIRS



Emergency



Urgent



Routine



NEW BUILDS (Actual)



Starts (ROI)



Completions (ROI)

2016 -2017



COMPLIANCE



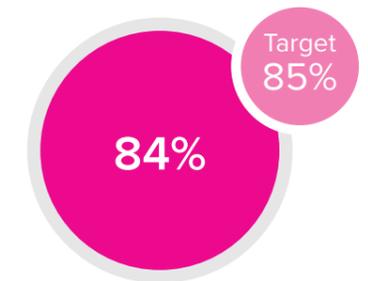
Gas Compliance Overall (at period end)



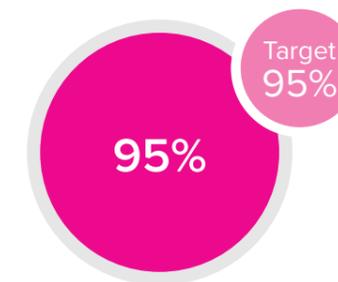
CUSTOMER ENQUIRIES



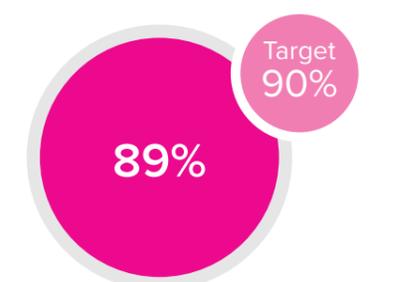
Calls Resolved on First Contact



CSC Satisfaction Rating



CSC Call Advisor Call Quality



Tasks/Actions Resolved in Time

Where we work

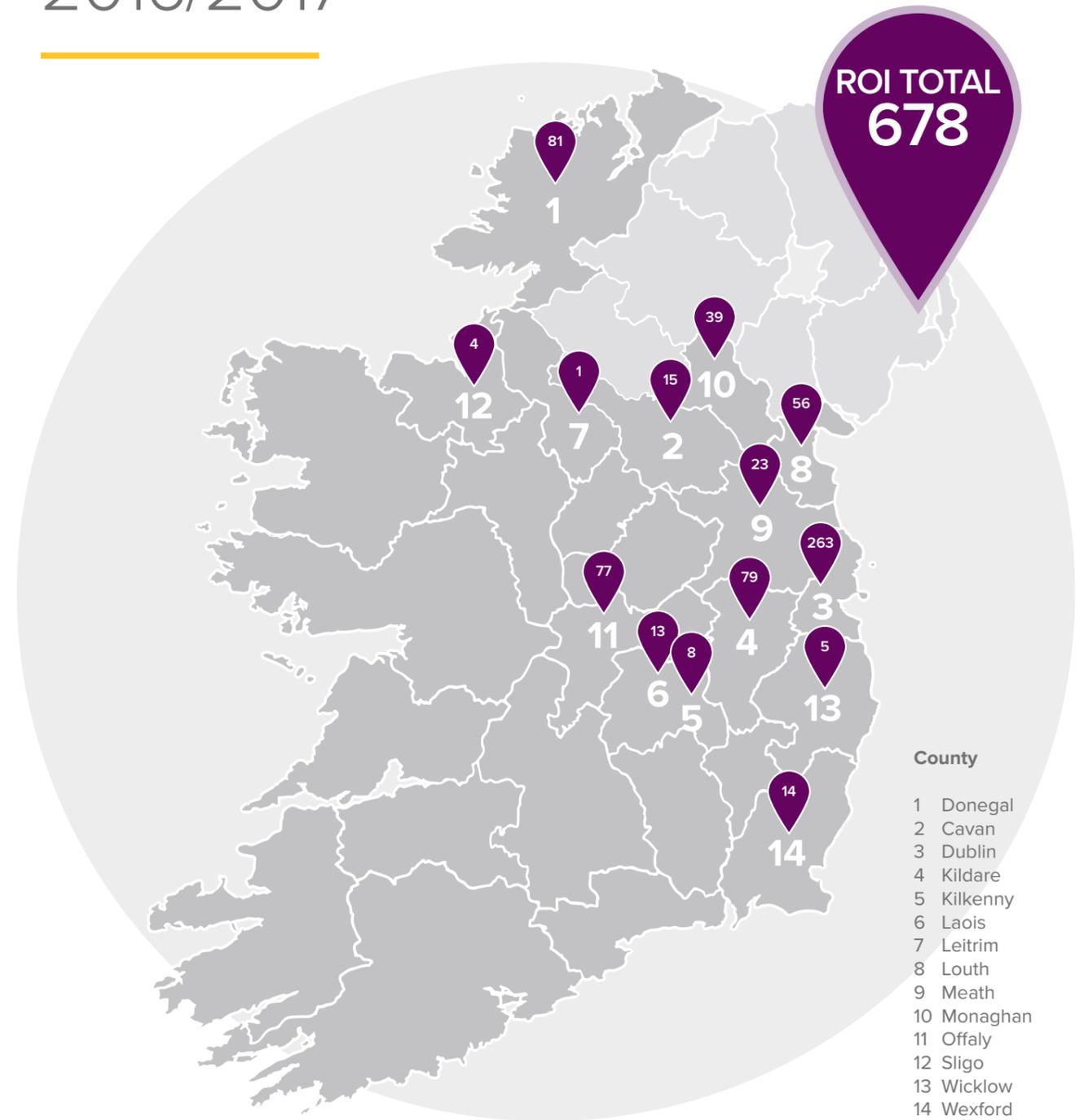
Oaklee Housing works collaboratively with partners in the statutory, voluntary and community sectors to provide high quality, affordable homes and a professional and responsive service to our customers.

OUR PROPERTIES ARE LOCATED ACROSS IRELAND INCLUDING:



County	Properties in Management
Donegal	81
Cavan	15
Dublin	263
Kildare	79
Kilkenny	8
Laois	13
Leitrim	1
Louth	56
Meath	23
Monaghan	39
Offaly	77
Sligo	4
Wicklow	5
Wexford	14

Total housing stock in The Republic of Ireland 2016/2017



Choice Housing

Oaklee Housing is a part of the Choice Group, which includes one of Northern Ireland's largest housing association, Choice Housing Ireland Limited (Choice).

A landlord for more than 9,900 units of accommodation, Choice's development programme completed more than 139 new homes in the last year and started work on a further 206.

Like Oaklee Housing, Choice is about much more than bricks and mortar. It has forged a network of important relationships with partners and local communities to help advance its long-term plans and aspirations.

Across Northern Ireland, Choice works with more than 45 different organisations and local health trusts to maximise the value and impact of its work. Strength through collaboration means Choice can make a greater difference in the lives of thousands of customers; get more homes underway and help reduce acute housing need.

Building strong and resilient communities is just as important to Choice as providing high quality homes. Across Northern Ireland, Choice is supporting individuals and groups to enhance their environments, skills and prospects for long-term prosperity.

Choice is also stepping up to a range of housing challenges with new initiatives that promote social inclusion, reduce isolation and addressing inequalities. Building strong and resilient communities is a collective goal for our sector and Choice is committed to broadening its partnership network in the months and years ahead.

Oaklee Housing, as a member of the Choice Housing Group avails of many services from the Group including the Customer Services Centre, some management services and financial services.

We have a very positive working relationship between the team in Dublin and our colleagues based in Northern Ireland. Likewise, the Tenants' Forum in Oaklee Housing works closely with the Tenants' Forum in Choice on a number of topics.



“Building strong and resilient communities is just as important to Choice as providing high quality homes. Across Northern Ireland, Choice is supporting individuals and groups to enhance their environments, skills and prospects for long-term prosperity.”



2

Meeting Customer Needs

TENANTS FROM ROWANTREE COURT, MONAGHAN



Tenants' Forum membership has increased to **21**

Customer Service

At Oaklee Housing, tenants and service users should expect and receive the very best support from our teams. Customer service, efficient repairs and value for money are shared priorities for all of us and we are proud of the high quality experience that most customers receive.

Continual improvement is at the heart of our customer services and, in the last year, we have developed and rolled out a number of strategies aimed at enhancing our Housing Management Service and resources to provide a more responsive service to our tenants.

ENGAGING AND INVOLVING TENANTS

The best housing associations are those that place customers in a position to influence and inform their work. It is vital for us that tenants give us feedback on our work and that they take an active role helping us to develop the policies and services that affect their lives.

Last year Oaklee Housing implemented a new range of involvement methods that are designed to assist our tenants to become involved with us on a level that best suits their busy lifestyles. This 'Menu of Involvement' sets out the various ways that tenants can contribute to our shared goals from being an active member of the Tenants' Forum through to sharing views on new strategies via email.

Estate Walkabouts continue to be an easy and popular way for people to get involved. These events give tenants a chance to meet with our Housing and Property Services staff and highlight areas of environmental or social concern and help shape an action plan.

TENANTS' FORUM

The Tenants' Forum continues to go from strength-to-strength and has now increased its membership to 21.

All members completed Tenant Participation Induction and Governance training, hosted by the Chartered Institute of Housing, to equip them with the skills to be more effective in their role and to review the group's Terms of Reference for the future.

The Forum is a vibrant and dynamic part of Oaklee Housing and has led in the development and publication of our Tenants' Magazine, which covers issues of interest to our tenants.

Creating Vibrant, Sustainable Communities

We are assisting tenants to create sustainable thriving communities. Our residents' groups and individual tenants have been instrumental in developing and promoting a strong sense of community spirit within their developments.

To support their efforts, we have provided funding to help develop community projects such as gardening projects. We have also supported external groups within the community. Our Community Centres are a great resource for tenants and the local community. Centres are being used daily for community based activities including the Scouts, Parent & Toddler and faith groups.



MY STORY

Gerry Carberry, Station Court, Wexford

Gerry originally moved into Station Court near Gorey as a private tenant a few years ago. With a complex medical background requiring carer support all-year round, the move meant that Gerry was close to all local amenities to make life that little bit easier.

Station Court is a mixed development consisting of houses alongside one and two bed apartments, and Gerry initially settled in well until things took a turn for the worse.

He explains; “Station Court was the perfect place for me and central to everything I needed. I signed a contract with a private landlord for two years and he tried to increase my rent before the two year period was up, which as far as I’m aware was against the law.

The suggested increase was around €50 per month and on disability allowance, every penny counts. The situation quickly became a nightmare with constant texts putting me under pressure and workmen asking me to pay the increase instead of carrying out repairs in the flat.

I ended up extremely distressed and had to visit my doctor every few weeks for more medication to cope with anxiety and depression – this all came to a head after I collapsed in a shop. I was hospitalised for ten days and as far as I was concerned my landlord would kick me out if I didn’t agree to the rent increase.”

“There’s a great sense of community here and we all look after one another. Station Court really is like a gift from heaven after everything I’ve been through.”

This ongoing pressure continued until a conversation with another tenant opened up a potential opportunity through Oaklee Housing.

The Station Road development had previously remained unfinished for many years after the recession in Ireland. NAMA (National Asset Management Agency) acquired some of these units and then leased them out to long-term to Approved housing Bodies.

Oaklee Housing took over 14 such properties in 2017, which are then sub-leased to tenants on social housing waiting lists. The weekly differential rent is based on the individual’s income.

Gerry now has a secure tenancy for 19 years through this arrangement. He explains;

“I applied for my new apartment through Wexford Housing and was successful. The team at Oaklee Housing, particularly Martin Ward have been fantastic in giving me support through everything.

Although I’ve downsized to a one bed apartment, I’m now in a positive place with lots of freedom and I’m looking forward to putting the finishing touches to my new home.”

“It was definitely a chance encounter with another tenant that gave me a place to call home, says Gerry Carberry who now has comfort and security for the next 19 years in Gorey, Wexford thanks to an opportunity with Oaklee Housing.

Customer Service

This has been a busy and eventful year, resulting in additional staff joining our Care & Support team and new schemes coming online for us to manage with our partners.

Our professional experience in the delivery of affordable and purpose-built housing is augmented by a range of partnerships with external expert voluntary organisations such as the Health Service Executive. These partnerships ensure appropriate care and support services are delivered to people with disabilities. Oaklee Housing has successfully worked with a number of service providers including: St John of God Association, Autism Spectrum Disorder Initiatives, Cheshire Ireland and the HSE to provide community-based housing for people with a disability.

We directly and jointly manage tenancies for people with varying degrees of support and care needs. Care & Support Services used to be a niche market within housing associations but is now at the heart of what we do.

We are playing our part to provide people with a disability access to an appropriate range of community-based housing services, including any necessary supports. This will be a significant priority in the years ahead and we are increasing our collaboration with local Health Services and Housing Authorities to meet these housing needs.



SUPPORTING OUR TENANTS

Our staff are the first contact point for our customers, enabling them to discuss their rent accounts directly with their Housing Officer. We actively work with tenants and liaise with the Money Advice and Budgeting Service to ensure tenants receive the correct advice and support to assist them in budgeting and managing debt. We monitor rent accounts closely and take appropriate action to ensure arrears are kept to a minimum.

Money issues can affect anyone at any point in their lives. With living costs increasing, more of us are looking at how we can make the cash in our pocket go further.

Improving the lives of customers and their communities is at the heart of our business. Our financial inclusion services are about making a difference where people often feel it most. One-to-one budgeting and debt advice are available to help improve money management and avoid rent arrears.

MAINTENANCE

Oaklee Housing works to provide homes and support services of the highest standard. That means we must deliver quality responsive repairs and maintenance service when wear and tear occurs.

Supported by an out of hours call handling service, our frontline Services Centre assists tenants in diagnosing faults and allocation of works, while also providing appropriate advice and guidance to tenants and partners. In the last year a total of **2,225** works orders were placed with more than **90%** being completed on time.

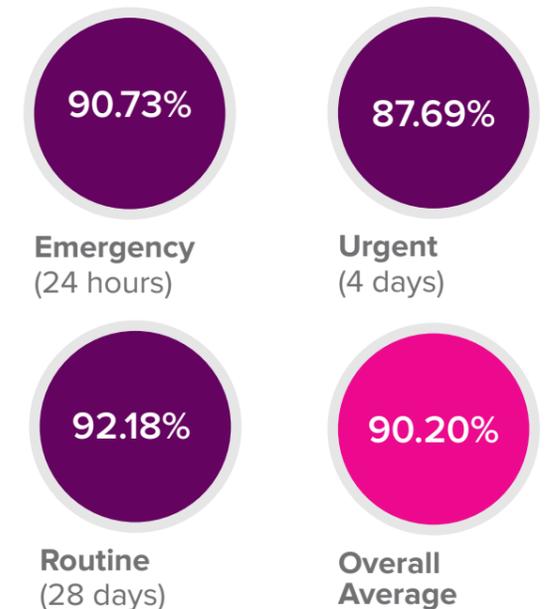
Our Property Services Officers co-ordinate and manage response repairs, servicing and smaller planned maintenance works supported by Maintenance Assistants, a range of external contractors and support staff including our Services Centre. They are there to help.

INSPECTIONS AND REPAIRS

Our Property Services team regularly inspect our schemes to ensure they meet acceptable standards and to identify areas where improvement is required. Our schemes are formally inspected at least once a year.

When tenants or inspections identify a repair need, we send them a 'Works Order' confirmation sheet, which includes details of the works reported, priority and contractor name. The sheet also includes a tenant satisfaction survey asking them to comment on the service provided. This feedback is used to monitor contractor performance and make service improvements. We encourage tenants to return the survey slips as all feedback is carefully considered.

Works Order Feedback by Priority



MEETING UNIQUE NEED

We work closely with tenants who have disabilities to provide them with essential facilities to enable them to continue to live with independence and dignity. In some circumstances that will mean adaptations are needed in the home.

Our Property Services team will work with tenants, councils and occupational health professionals to deliver the optimal adaptation to meet the current and future needs of the individual tenant



MY STORY

Maggie Grant, Rochestown Avenue, Dun Laoghaire

In any home, it's the little things we often take for granted that can make all the difference. For Maggie Grant, the front door of her two-bedroom Oaklee Housing apartment represents her independence.

Maggie, who moved into her Dun Laoghaire home in February, is a wheelchair user and had lived in residential care at Richmond Cheshire House in Monkstown for 20 years until its closure. While it is taking time to adapt to the new surroundings and establish new social links, Maggie says the switch has been positive.

Maggie qualified for social housing with Dun Laoghaire Rathdown Housing Authority and was nominated for consideration for the south Dublin property which Oaklee Housing leased from a private owner for a 20-year term. The association adapted the apartment for wheelchair use and Maggie believes more organisations should consult end users in the adaption process.

"You have a lot of disabled people in the community, whatever area you live in. Every area is different and every wheelchair is different, every width is different, very size is different and every person is different. So you need to talk to the people with the disability not just the people who look after them."

"I'm very happy, it's taken a long time but I'm very pleased to have the apartment."

Alongside Oaklee Housing managing the property, Cheshire Ireland provides support and care that enables Maggie to live independently in the community and make new friends.

"I know a few other people that live in the other apartments as well and there are great staff that work with me", she says, but admits she's still adjusting to the new area and finding her way. "I use my own wheelchair for transport because I can't use buses. I'd like to get out and about more, it'll take time and won't happen overnight."



“The apartment is very warm and the sun comes through and I can get in and out. The biggest thing for me would be the automatic door, because of my disability I cannot open most doors. Without the electric motor, I'd have to rely on other people to open my own door. Even though that seems a small thing, it means a lot to me.



3

Responding to Housing Need

Responding to housing need

Homelessness is a growing issue that now affects almost 8,000 people in Ireland. Mortgage defaults, increases in private sector rents and a limited supply of housing have added to an already acute demand for social homes.

Oaklee Housing is responding to the challenge of delivering more high quality homes and is aligning its efforts towards the targets identified in Rebuilding Ireland policy. In the last year, our development activities and completions helped move people off the social housing waiting lists and into 53 high quality well managed, affordable new properties.

MORTGAGE-TO-RENT

The Mortgage-to-Rent scheme is a government initiative to help homeowners who are at risk of losing their homes. In the last year, we completed the purchase of 14 units, this brings our total Mortgage-to-Rent properties up to 49. We have seen first-hand the stress that families experience when faced with the prospect of losing their home and the difference our involvement is making.

RESPONDING TO LEGISLATION AND POLICY CHANGES

In July 2016, Oaklee Housing welcomed the publication of the Government's Rebuilding Ireland programme. Within its five-pillar approach to address housing supply and homelessness is the commitment of €5.3 billion to provide 47,000 social housing units over the next five-year

period. Rebuilding Ireland sets out an ambitious and significant response to the urgent shortage of suitable accommodation and recognises the role of Oaklee Housing and our sector colleagues in delivering an increased social housing programme.

In the reporting period, the policy and regulatory framework for our sector evolved as housing associations moved under the remit of the Residential Tenancies Board (RTB). We are carefully adjusting to this significant change and recognise the positive impact that robust RTB processes can have on our sector.

Further change also arose in governance and performance standards as associations registered and made returns on their financial performance to the Housing Regulation Office. These regulatory measures are good news for associations, tenants and the public. It ensures our sector will become more robust in the years ahead and provides further reassurance of housing associations' professional standards.



7.2%

Energy savings secured in 2016/2017

€587,000

was spent on planned maintenance including elemental replacements and redecoration

ENERGY

During 2016/17, our three-year Energy and Sustainable Development Strategy was developed, outlining a number of annual targets, with four out of six achieved in year one.

Oaklee Housing has an energy efficient housing stock with over 280 Building Energy Rating (BER) Certificates now carried out, indicating an average energy efficiency rating of C2 – 194. The Sustainable Energy Authority of Ireland has noted the national average to be D1 and so our housing stock compares favourably. We also continue to use the information from our BER certificates to identify areas for further improvement.

Annual landlord or communal energy costs for Oaklee Housing are in the region of €100k and we continue to take measures to reduce these costs for our customers. We have set a base year highlighting our typical energy consumption, with targets in place to reduce the amount of energy we use each year. We actively procure our energy each year and in 2016/17 secured savings of around 7.2% against market prices. We also manage our energy contracts effectively, verifying our invoices and working alongside energy suppliers to deliver savings.

One of our core values is to be customer focused and alongside measures to reduce costs and help alleviate fuel poverty, we have also improved the support and advice we provide. This includes creating a number of information leaflets which are available to download from our website. We are also working closely with the Sustainable Energy Authority of Ireland to examine further opportunities for community engagement.

ASSET MANAGEMENT

In the reporting period, Oaklee Housing unveiled a three-year Asset Management Strategy under the direction of new Asset Manager, Ciaran Andrews MRICS, a Chartered Building Surveyor.

The strategy set 14 Key Performance Indicators over the lifetime of the strategy and in the first year, many of these were met with approximately €587,000 spent on planned maintenance including elemental replacements and redecoration.

A full review of the Stock Condition data has established new baselines and a full stock survey will be completed in the year ahead. To improve value for money, a comprehensive review of previous projects has been completed and the results will help increase cost forecasting and budgeting for upcoming schemes.

New measures introduced in the year have moved the department towards compliance with a range of external standards including ISO 9001 Quality Management System, with an audit anticipated in the year. This will align the department with external consultancies delivering Building Surveying Services.

A dedicated Tenant Liaison Officer is available to assist the Asset Management team from inception to completion of planned projects. All team members have a learning programme associate and are enrolled onto RICS accredited learning programmes with the aim of having at least one Building Surveyor Chartered in forthcoming months.

The Asset Management team have achieved much in the first year under a new Manager and is well placed to deliver on targets within the Asset Management Strategy.



4

Governance

MAPLE CLOSE, CAVAN

Governance

The Board confirms that it continues to comply with the 'Charter of Commitments' under the Voluntary Registration Code and has submitted an annual return to the Housing Regulation Office.

There are three Committees of the Board of Oaklee Housing. The Audit & Risk Committee provides oversight and assurance for the work of Oaklee Housing and advises the Board on risk management, as well as internal and external audit. It met twice during the year.

The Development and Finance Committee advises the Board on the overall control, monitoring and financing of Oaklee Housing's development

programme, treasury management and lending arrangements. The Committee met four times in the year.

The Officer Committee has delegated powers to make key decisions that involve authorising capital expenditure, matters of a strategic or sensitive nature to support the work of the Board, including use of the Seal between meetings. The Officer Committee met twice in the year.

REGISTERED OFFICE

132 James's Street, Dublin D08P K25

Company Number 337270

Charity Number CHY13922

BANKERS

AIB Plc 64 Grafton Street, Dublin 2, Ireland

EXTERNAL AUDITORS

KPMG 17-25 College Square East, Belfast BT1 6DH

SOLICITORS

O'Connor Solicitors 8 Clare Street, Dublin 2, Ireland

A&L Goodbody IFSC Northwall Quay, Dublin 1 D01 H104

BOARD MEMBERS ATTENDANCE BOARD MEETINGS

April 2016 to March 2017

NAME	Meetings
John Cullen, Chairman	4
Diana Jamieson, Vice-Chair	3
Edward Breen	3
Molly Buckley	2
Frank Feely	3
Vincent Sheridan	3
Ken Slattery	4
Alan Whelan	4
Leslie Morrell	4
John Buckley	4
Robert Moore	Nil
Hazel Bell	2
Bill Cusack	4

During the year, the Chairman, John Cullen began a governance review process which consisted of three parts:

- A plan for Board succession;
- A review of Board member skills; and
- A Board Effectiveness Review which was supported by the Institute of Directors.

This work culminated in a Board seminar in May 2017 at which the Board agreed a set of actions and the establishment of a Governance Working Group to take these forward.

Management Team & Chairman

Martin Ward
Housing and
Property Services
Manager



John Mulhall
Senior
Development Officer



John Cullen
Chairman



David Downey
Head of
Development



Sharon Cosgrove
Chief Executive Officer



Emma McCormick
Senior
Housing Officer





5

Finance



POPLAR ROW, DUBLIN

FINANCE PERFORMANCE

Oaklee Housing (“The Trust”) reported a satisfactory financial performance for this 2016/2017 financial year with a profit of €720k (2016: €1,022K). This profit will be set aside to be reinvested into projects such as our planned and cyclical maintenance programmes in later years. Our annual turnover increased to €5.7m (2016: €4.4m)

The value of our housing assets stands at €89 million. The number of units in management at the balance sheet date increased to 678 (2016: 620) as a result of a new acquisitions during the year. The amount outstanding in respect of local authority financial assistance decreased to €53m.

Long term funding provided by Choice Housing Ireland Limited as a result of group borrowings decreased to €3m.

Oaklee Housing strengthened its partnership with its principal lender the Housing Finance Agency (HFA) and was pleased to secure a significant share of the new EIB funding programme. External borrowings (HFA and CALF) increased to €29m (2016: €25m)

Oaklee Housing continues to grow from strength to strength each year and this is clearly reflected in balance sheet which shows reserves of €4.6m.

INCOME AND EXPENDITURE ACCOUNT

Year ended 31st March 2017

OAKLEE HOUSING TRUST LIMITED

	Notes	2017	2016
		€s	€s
TURNOVER	4	5,703,510	4,362,320
Operating expenses	4	(3,995,113)	(2,727,552)
GROSS PROFIT		1,708,397	1,643,768
Interest receivable and similar income		25	2
Interest payable and similar charges	5	(988,306)	(612,303)
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	7	720,116	1,022,467
Tax on ordinary activities	6	-	-
PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION	15	720,116	1,022,467

BALANCE SHEET

Year ended 31st March 2017

OAKLEE HOUSING TRUST LIMITED

	Notes	2017	2016
		€s	€s
FIXED ASSETS	9	88,625,913	84,019,905
Tangible Assets			
CURRENT ASSETS			
Debtors	10	919,713	1,195,141
Bank		1,833,977	2,695,740
		<u>2,753,690</u>	<u>3,890,881</u>
CREDITORS – amounts falling due within one year	11	(5,057,845)	(4,064,310)
DEFERRED INCOME - amounts falling DUE WITHIN ONE YEAR	13	<u>(1,641,059)</u>	<u>(1,561,186)</u>
NET CURRENT LIABILITIES		<u>(3,945,214)</u>	<u>(1,734,615)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		84,680,699	82,285,290
CREDITORS – AMOUNTS FALLING DUE AFTER ONE YEAR	12	(28,739,892)	(25,440,661)
DEFERRED INCOME-AMOUNTS FALLING DUE WITHIN ONE YEAR	13	<u>(51,379,818)</u>	<u>(53,003,756)</u>
NET ASSETS		<u>4,560,989</u>	<u>3,840,873</u>
CAPITAL AND RESERVES			
CALLLED UP SHARE CAPITAL	14	-	-
PROFIT AND LOSS ACCOUNT	15	4,560,989	3,840,873
		<u>4,560,989</u>	<u>3,840,873</u>

FINANCIAL KEY PERFORMANCE INDICATORS

April 2016 – March 2017
with 2016/17 Targets



SURPLUS

16/17 Result

€720,000

16/17 Target
€1.47 million



RESPONSE
MAINTENANCE COST
Per Unit

16/17 Result

€756

16/17 Target
€551



PLANNED
MAINTENANCE SPEND

16/17 Result

€587,000

16/17 Target
€462,000



CAPITAL EXPENDITURE
DEVELOPMENT

16/17 Result

€5 million

16/17 Target
€31.3 million

GET IN TOUCH

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