



# Corporate Strategy 2020-2023

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Delivering Homes.  
Changing Lives.  
Creating Communities.





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**KEN SLATTERY**  
Chairman



**SHARON COSGROVE**  
Chief Executive

The achievements of the last 4 years have been to the credit of our small but very committed team who frequently “go above and beyond” to help make Oaklee a success.

## Introduction from the Chair and CEO

We are delighted to present Oaklee Housing’s new corporate strategy to 2023. In putting this plan together, we have engaged widely with our key stakeholders including our tenants, our staff, our funders and our partners. We have taken account of Oaklee’s history over almost 20 years, our strengths, our challenges and our achievements to date.

In 2016 when we launched our last corporate Strategy, we set ourselves some ambitious goals and we are proud to say that we achieved these and many more including:

- We have grown our presence across a further 5 counties, providing over 600+ new homes.
- Established positive working relationships with local authorities, developers and banks.
- Collaborated with a number of new partners including care providers and other AHBs.
- We embarked on a programme of turnkey acquisitions and some new build construction projects to help achieve our mission of delivering homes.
- Established Acorn Housing that has delivered 217 new homes.
- Secured a contract to provide tenancy services in the first social housing PPP bundle in the country.

As we embark on the next phase we aim to leverage our successes from this 2016 plan and do so from a positive position with over 1,300 homes in management across 21 local authority areas (18 counties) and a secure pipeline of new homes through our development activity and the PPP bundle. Having approved the strategy at the Board meeting in March 2020, we were about to publish it. But in light of the impact of Covid-19 we took some time to consider this new risk and reviewed our KPIs and targets at SMT and which were approved at Board in June 2020 and are reflected in this strategy.

This, our next generation corporate strategy, reflects our mission, our vision and our values and contains high level targets across three strategic goals:

- to deliver new homes,
- to deliver exceptional services to our tenants and
- to work collaboratively with our partners and stakeholders.

As an Approved Housing Body (AHB) with a mission to deliver housing, our primary objective is to respond to housing need and to government policy by responsibly delivering as many new homes that we possibly can without compromising on quality. We will focus our development activity in areas where Oaklee is well established and where, by adding to our housing stock, we can also improve services to tenants and achieve better local engagement with our partners, including local authorities and developers. Our existing tenants are very rightly telling us that quality services and quality neighbourhoods should be a key part of our plan as we move forward. This is therefore very firmly reflected in our services goal and actions planned.

No doubt, the period of this plan will bring challenges and opportunities. With a new programme for government and a stated mission of *Housing For All*, we expect to see a continued focus on housing reflected in government policy and opportunities for Oaklee in the management of housing for others, collaboration with new partners and a push for mixed tenure developments with affordable/intermediate housing. With statutory regulation and a public focus on value for money, consolidation of the sector is also likely, which Oaklee will respond positively to.

The achievements of the last 4 years have been to the credit of our small but very committed team who frequently “go above and beyond” to help make Oaklee a success. The culture, behaviours and performance of the Oaklee team is a vital element in delivering this strategy. It will ensure that we continually drive standards in housing and service delivery, and we engage well with all our partners and stakeholders.

For Oaklee Housing this 3-year strategy is about more than housing. It is about people and communities, improving their lives through providing really good homes, high quality services, safe and sustainable communities and ensuring that we respond to what our tenants and partners are saying to us.

## Who we are

Oaklee Housing was established in 2001 and is part of the Choice Housing Ireland Group. At the end of financial year (FY) 2019, Oaklee owned and managed over 1,300 homes across 18 counties.

We were established with a strong social purpose, a charitable ‘not for profit’ status and have played a significant role in delivering much needed social housing against a backdrop of the current housing crisis. We are driven by our mission to build a strong business with a social purpose, and to be a leading provider of quality customer focused housing and support services. All surpluses recorded are re-invested in the business, with no benefits to shareholders.

We are an 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.

While governed independently by our own Board, our membership of the Choice Housing Ireland Group means that we continue to benefit from the experience and back-office support of a larger, long-established social housing organisation whilst maintaining our own locally based front-line services for our tenants. 2020-21 will take us up to our 20th anniversary in January 2021 and while we have a great deal to be proud of though our achievements to date, we also know that there is much more to be done; we are an organisation guided by our core values and will deliver this next corporate strategy by being true to these values: by being dynamic, customer centred and trustworthy.

In developing this strategy, we have considered the current and future external operating environment, listened to our staff and tenants, and consulted with some of our key strategic partners such as the Local Authorities, the Department of Housing, Planning and Local Government (DHPLG) and the Housing Agency. The final strategy reflects a distillation of this extensive consultation with 3 key themes emerging around delivering homes, providing great services and working closely with our partners.

## Our Mission

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

## Our Values

- ▶ Trustworthy
- ▶ Customer Centred
- ▶ Dynamic

## Our Vision

We aim to provide great homes

- that are of a high quality in safe vibrant neighbourhoods,
- where our customers receive high quality responsive services that meets their needs and expectations,
- through collaboration with our statutory and voluntary partners to respond to housing and support needs,
- by challenging the norm and constantly seeking out ways to improve and innovate



## Achievements to date

Our last Corporate Strategy, 'Leading Change and Doing Things Differently,' covered the 2016-2019 period and was extended into 2019-2020. It was ambitious, recognising the continuing challenges of increasing housing supply whilst ensuring the sustainability of a well-run business.

We set ourselves a range of objectives across the period of the plan under 6 pillars of: -

- ▶ **Business Growth**
- ▶ **Long Term Viability**
- ▶ **Service Excellence**
- ▶ **Managing Assets**
- ▶ **Raising Our Profile**
- ▶ **Good Governance**

Annexe 1 contains a full summary of our achievements against the many individual goals and we are pleased to report strong delivery under each pillar, demonstrating our commitment to our mission and our ability to respond to the many challenges we faced.

Key Successes include: -

### Business Growth

- Doubled our housing stock, providing an additional **600+** homes through the life of the plan.
- Successfully secured Ireland's first Social Housing Public Private Partnership (PPP) award for the delivery of **534** new homes across the greater Dublin area, in partnership with **Choice, Sisk** and **Macquarie** to be ready for tenants in 2020-21.
- Established strong working partnerships with key state agencies, commercial developers and financial institutions.
- Delivered over **100** mortgage-to-rent homes.

### Long Term Viability

- Established 'Acorn,' the first social housing Special Purpose Vehicle (SPV) with €50m private finance from NordLB to support the delivery of over 200 new homes, €30m of which was drawn down by the end of FY 2019.
- Utilised over **€85** million funding through the Housing Finance Agency (HFA) to develop and acquire new homes.
- Appointed a treasury management advisor to work closely with the Board and senior team.
- Strengthened financial oversight through the 'Development and Finance Committee'.

### Service Excellence

- Increased organisational capacity through the appointment of Oaklee's first dedicated Chief Executive Officer in 2016 and established a Dublin based Senior Management Team.
- Reviewed key policies and procedures to ensure ongoing compliance and application of current best practice.
- Completed tenant survey with high satisfaction rates and a plan of action to address weaknesses.
- Reviewed the Housing Operations team and implemented a new staffing and delivery structure.

### Managing Assets

- Invested over €2 million in long term maintenance.
- Completed a 100% stock condition survey and an annual 20% stock condition survey now introduced.
- Procured a new Measured Term Contract for response and cyclical repairs and voids in collaboration with HAIL and Clanmil.

### Raising Our Profile

- Communications Plan in place and being implemented.
- Appointment of a marketing and communications specialist.
- Increased social media presence.
- An active member of the 6-organisation 'Housing Alliance,' influencing policy change and identifying collaborative opportunities.

### Good Governance

- Board evaluation and review of the governance structures carried out.
- Skills assessment and Board succession plan implemented.
- Appointment of a Compliance Officer and focus on ensuring organisational compliance.
- An active Tenants' Forum with tenant participation in Committee.



## More work to be done

Whilst we acknowledge the successes over the last 4 years, we recognise that we have more to do to realise our vision. We will build on the achievements of the last 4 years to ensure that we continue to strengthen and grow our business, engage with our tenants and communities to improve services and further enhance our relationships with our key partners.

As well as reflecting on our progress against our key strategic priorities, we used the development of the new corporate strategy as an opportunity to engage with our tenants, staff and external stakeholders. We were keen to obtain a 360-degree view of Oaklee Housing, using an independent consultant in order to get honest feedback.

Consultation included: -

- Attending tenant estate events.
- Meeting with the Tenants Forum.
- Board, Senior Team and staff workshops.
- Telephone interviews with key stakeholders (e.g. local authorities, Housing Agency and Department of Housing Planning and Local Government DHPLG).

Each aspect of the consultation exercise provided unique and useful insights into our organisation as a whole, our successes so far, the challenges we face and the areas that we should focus on into the future.

Although the stakeholders consulted were coming from very different perspectives, the themes and priorities emerging were consistent across almost all. Some are below:

- ▶ To proactively target a small number of counties for new housing delivery, engaging more closely with local authorities in those areas.
- ▶ To improve quality of the neighbourhoods and estates and work with tenants to develop these planned works.
- ▶ To build on the tenant participation work to date and further engage with tenants through SMS communication and on-line, as well as at a community / neighbourhood level activities.
- ▶ To embrace new opportunities in managing housing for others, exploring affordable rental and considering collaboration and consolidation.

We have used the information gathered to identify the following 5 priorities that shape the next 3-year Oaklee journey.



Deliver Homes



Invest Wisely



Deliver Exceptional Services



Work closely with our stakeholders & partners



Measure Success

# Priorities for 2020 and beyond

## 1 - Deliver Homes

We have grown rapidly in response to the current housing crisis and the Board has restated its intention to continue to grow as a means of delivering our mission and to play our part in addressing the current housing shortage. However, we recognise the need to grow in a planned and sustainable way to optimise our resources, mitigate risk and maximise our impact. Growth for growth's sake is not an option and we will ensure that all new homes are high quality, meet local needs and add value to the organisation.

Our tenants and our stakeholders are clear that they support our mission and want to see more people being housed by Oaklee, but this growth should not be at the expense of core services; we remain committed to continuous service improvement and will ensure that sufficient resources are made available to sustain and even improve on our current level of services.

In addition, we have been given a mandate by our stakeholders to proactively target specific regions – including the midlands, the south-east, the north-east, as well as Dublin and surrounding counties.

To achieve this, we have developed within this strategy a **Housing Delivery Plan** that will:

- underpin our approach to delivering new homes,
- provide a framework for providing new homes creating opportunities and synergies for improved services to our tenants and
- better engagement with stakeholders by regionally based Oaklee staff.

We will ensure that we maintain the right delivery structures over time to meet the increasing and changing service demands.

## Housing Delivery Plan - Actions

- ▶ Deliver a further 160 new homes each year on average with a 3-year target of 480 homes, comprising a mix of construction projects, acquisitions and turnkey projects.
- ▶ This ambitious plan will involve spending over €33M each year on new homes - €100m over the life of the plan utilising both senior debt and CALF.
- ▶ Complete the Acorn Housing project in 2020 with the completion of schemes and portfolios.
- ▶ Bring into management a further 534 homes in 2020 & 2021 in PPP Bundle 1.
- ▶ Proactively target delivery in the midlands, the south-east, the north-east, as well as Dublin and surrounding counties.
- ▶ Progress schemes of sufficient size to enhance our existing services and homes.
- ▶ Utilise €10m CAS funding over the life of the plan to deliver homes for older people and special needs groups with our partners
- ▶ Respond to emerging needs and government policy, progress areas of new housing delivery including affordable/intermediate rental, cost rental and management/leasing models, including PPP.
- ▶ Proactively progress consolidation opportunities, exploiting synergies which enable further delivery of new homes, and/or improved service delivery to existing tenants.

## 2 - Investing Wisely

Delivering homes is about meeting current and emerging housing need, but we also recognise the importance of maintaining a solid financial platform, developing and improving services, managing our homes effectively and ensuring value for money. As part of the development of this Corporate Strategy the high-level financial planning work is extensive.

It includes the examination and stress testing of different housing delivery scenarios, a close look at risks and mitigations, as well as key financial metrics.

Below is the summary of our expected unit growth and financial outcomes over the next 5 year period:

Units	2020-21	2021-22	2022-23		
<b>Opening Owned/Leased Units</b>	<b>1152</b>	<b>1245</b>	<b>1391</b>		
<b>+ New Build Construction</b>	56	61	26		
<b>+ New MTR</b>	16	20	0		
<b>+ Turnkey Acquisition</b>	106	65	130		
<b>Closing Units Owned/Leased</b>	<b>1245</b>	<b>1391</b>	<b>1547</b>		
Managed - Project Acorn	217	217	217		
Managed - PPP	384	534	534		
<b>Oaklee Group Units at Y/E</b>	<b>1846</b>	<b>2142</b>	<b>2298</b>		
Additions P/A	178	146	156	160	Average

5 Year Financials	2020-21	2021-22	2022-23	2023-24	2024-25
Units Under Management @ Year End	1,846	2,142	2,298	2,298	2,298
Turnover	€14,063	€17,016	€19,521	€26,429	€22,860
Operating Surplus	€5,084	€7,113	€8,553	€14,228	€11,110
Operating Margin	36%	42%	44%	54%	49%
Net Surplus	€1,857	€3,404	€4,111	€9,433	€6,547
Net Margin	13%	20%	21%	36%	29%
EBITDA	€6,023	€8,607	€10,656	€16,711	€13,561
EBITDA Margin	43%	51%	55%	63%	59%
Private Finance Loans Total	€162,610	€189,637	€224,447	€218,845	€215,763
CALF Loans Total	€60,916	€68,047	€80,330	€81,731	€83,133
CALF Loans Acorn	€18,112	€18,452	€18,791	€19,130	€19,470
CAS/CLSS Grant Balances	€55,067	€57,059	€62,359	€59,870	€57,267
Closing Cash Balance	€4,262	€5,582	€8,803	€12,738	€17,841
Interest Cover Ratio	187%	212%	220%	318%	268%
DSCR (Accrued Int)	113%	118%	122%	144%	142%
DSCR (Cash Int)	130%	138%	145%	154%	167%
Gearing Ratio (Incl Acorn CALF)	73%	74%	74%	72%	71%
Gearing Ratio (Excl Acorn CALF)	65%	66%	68%	66%	64%

The financial plan provides for the borrowing of over €100m from banks and CALF, with an additional €10m in CAS grants from government. This feeds into the 30-year financial planning process with provision for investment in stock, which is informed annually by our stock condition survey. The financial plan approved by the Board allows Oaklee to provide a further 1,000 homes, growing to approx. 2,300 homes by the end of the period of this plan.

One of our key improvement projects is to develop a **value for money strategy** which will give us a focus in prioritising our actions, to deliver the most effective outcomes.

Maintaining our homes in good condition is a high priority for our tenants; we share that view. We will continue to invest in the maintenance and improvement of our homes in line with our existing Asset Management Strategy and will ensure ongoing property **compliance** achieved and maintained through our cyclical maintenance programme of testing and servicing. Our maintenance programme will provide for the investment of over €9m in the period of the plan. In addition, improvement works to two schemes (Mill Lane and James Street) will be our main asset investment priority for 2020.

Our most recent tenant survey highlighted the need for investment in neighbourhood improvements. Therefore, our planned maintenance budget each year will allocate budget to two priority schemes each year for upgrade works to the environment and open spaces.

Ensuring that our **homes remain economically, socially and environmentally sustainable** is an important focus for us as we respond to climate change challenges and demographic changes over the coming years. Our Energy and Sustainable Development Strategy 2019/20 – 2021/22 clearly identifies our commitments and targets to:

- Achieve energy savings
- To reduce consumption
- To reduce CO2 emissions

With the implementation of the Energy and Sustainable Development Strategy we will ensure that our homes meet the needs of our current and future tenants and remain places where people want to live.

A key project for us which will inform investment decisions is to study and better understand the **social and financial performance of our stock**. We plan to develop our IT systems and data management to be able to easily identify the stock that adds value as well as the stock which is poorly performing – using this information we will be able to carry out options appraisals to address any stock performance issues.

## Housing Delivery Plan - Actions

- ▶ Develop a 'value for money' strategy with clear priorities and KPIs.
- ▶ Ensure that our homes continue to meet all statutory and regulatory requirements.
- ▶ Develop a model to understand the long term financial and social performance of our homes to inform future decision making.
- ▶ Develop our existing IT to support the understanding of the stock performance.
- ▶ Deliver 20% stock surveys per annum.
- ▶ Invest €9m over the life of the plan in the maintenance of the stock.
- ▶ Complete asset improvement works to Mill Lane and James Street.
- ▶ Reduce energy consumption by 3% year on year and deliver 5% energy cost savings p.a.

## 3 - Deliver Exceptional Services

Delivering the quality and type of homes and services that our tenants should expect has always been important to us. We have a strong performance track record across housing and property management. We will continue to improve services by working closely with tenants, using robust performance data and learning from tenant insights.

To drive improvements in service delivery we will continue to focus on performance across the following areas:

- Housing management – to include minimising rent arrears, re-let and void times, anti-social behaviour.
- Property maintenance – to include response maintenance times, services centre satisfaction and complaints handling.
- Asset management – to include the completion surveys of 20% of our stock annually.
- Health and safety compliance – to include gas, electrics, legionella, asbestos and fire.

One service area that we will focus on during this plan is the upkeep of the internal and external common areas, estate roads and green areas (not taken in charge). In our tenant feedback survey and tenant consultation this came out as needing increased attention. We intend to work with our tenants to develop plans that will improve their neighbourhoods. We will review service levels contractors, develop tighter inspection regimes and quality assurance processes to ensure the agreed standards are met.

We will also review our resources and services in North West counties where we have low and scattered stock numbers to ensure that all tenants have equal access to services, regardless of their location.

Another key project in this strategy is the development of a design guide for our new homes, listening and learning from our tenants about their own experiences in Oaklee homes; identifying the things they like about

their homes and estates and the things they would like to improve. These user insights, together with financial and technical considerations will ensure that we can give our contractors and our partners a clear understanding of the standard and type of housing that Oaklee delivers, as well as the neighbourhoods and communities we wish to create.

Our staff are critical to the success of our organisation. To support the delivery of high-quality services to our tenants we will ensure the timely recruitment and on-going retention of appropriately qualified talent, in office accommodation in the right locations, with the right IT infrastructure in place.

## Delivering Services - Actions

- ▶ Ensure a culture of continuous improvement in all that we do.
- ▶ Have a focus on ensuring the improvement of all core housing and property services (rents, repairs, voids, services centre, etc.)
- ▶ Ensure 100% compliance for all key health and safety areas.
- ▶ Review our current arrangements for maintaining the upkeep of our internal and external common areas, including green areas and un-adopted roads.
- ▶ Review our current service arrangements in the north west counties.
- ▶ Develop an Oaklee design guide with our tenants.
- ▶ Identify a new Dublin head office and establish regional service hubs in Ardee, Kilkenny and Tullamore.
- ▶ Invest in our IT infrastructure to support flexible working and to enhance customer experience of 'Oaklee online'.



#### 4 - Work Closely with our Stakeholders & Partners

We recognise the value of working in partnership with our stakeholders to deliver on our mission and have a strong track record of working with government bodies, local authorities, other AHBs and service providers as well as commercial construction, property, legal and financial organisations. We operate in a complex environment and each party brings their own skills and strengths to the table ensuring that we best meet the needs of our current and future tenants.

We also see our tenants as essential partners and stakeholders to support the delivery of this plan.

##### 4.1 - Our Tenants

We have an established tenant forum structure which allows us to consult with our tenants on all aspects of our services but recognise the need to develop this forum even further. Our plan is to develop and implement a comprehensive tenant engagement strategy. This engagement strategy will focus on the tenants' priorities, improving services and developing learning loops that will support improvement. We, alongside our tenants, will also create a community development strategy, establishing a clear, agreed purpose and supporting success measures.

##### Tenants as stakeholders – Actions

- ▶ Develop and implement a 'Tenant Engagement Strategy'.
- ▶ Develop and implement a 'Community Development Strategy'.
- ▶ Listen to our tenants through formal and informal contact and use the learning to shape services.

##### 4.2 - Our Team

As Oaklee Housing grows, we need to ensure that we have a clear plan for the recruitment and retention of staff with the right blend of technical and social competences. The AHB sector has grown rapidly and is demanding increasing numbers of high-quality staff with the right mix of these harder and soft skills. It is essential that we continue to attract, develop and retain the right staff who share our vision and want to make a difference. We can only do this through developing attractive roles, underpinned by robust and progressive learning and development programmes as well as an inclusive and comfortable working environment. We are committed to developing a 'one team' approach and recognise the ongoing investment we need to make in staff.

##### Investing in Our Staff - Actions

- ▶ Develop clear recruitment plans aligned to the growth strategy and delivery of the strategic plan.
- ▶ Develop a learning and development programmes for staff that meets the current and future needs of the business.
- ▶ Develop a positive 'one team' culture.
- ▶ Establish a collaborative, flexible and inclusive workspace environment conducive to the 'one-team' culture.

##### 4.3 - Our Board and Committees

Oaklee Housing has a robust governance framework in place, which consists of the Oaklee Board and Committees covering Development and Finance, Audit and Risk, Housing Services, Nominations and Remuneration. The Non-Executive Directors on the Board and Committee members are all voluntary members with a range of skills and expertise which is invaluable to Oaklee. During the life of this plan we will refresh the Board and Committees, provide members with training opportunities and evaluate effectiveness to ensure that we meet the highest standards of governance and respond to the changing needs of Oaklee.



### Strengthening our Board and Committees - Actions

- ▶ Refresh the Board through regular skills assessments and implementation of the succession plan.
- ▶ Provide induction and training for Board and Committee members.
- ▶ Carry out an external evaluation of the effectiveness of governance structures and arrangements and implement recommendations

### 4.4 - Our Statutory Partners

We see our relationships with local authorities and other partners as critical to the success of Oaklee. We will foster these relationships in the coming period with proactive engagement on a regular basis, by both senior management and key local front-line staff in our development and housing teams.

Our local authority and government partners across the country, recognising the positive impact Oaklee has had in assisting them in meeting their housing needs, have requested increased contact with us specifically in relation to new opportunities and delivery of existing schemes. This increased engagement will ensure that we further prove our position as an AHB willing and able to both manage and deliver schemes on their behalf.

We will look to actively seek out and bring opportunities forward from private developers to local authorities once again proving our ability to proactively innovate on their behalf.

We will continue to engage positively with the Housing Agency, the Department of Housing, Planning & Local Government (DHPLG), the Land Development Agency and the new Housing Regulatory Authority, ensuring that Oaklee activity aligns closely with and influences changing public policy and regulatory requirements.

### Investing in Our Staff - Actions

- ▶ Develop clear recruitment plans aligned to the growth strategy and delivery of the Strategic Plan.
- ▶ Develop a learning and development programmes for staff that meets the current and future needs of the business.
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We will continue to engage positively with the Housing Agency, the Department of Housing, Planning & Local Government (DHPLG), the Land Development Agency and the new Housing Regulatory Authority, ensuring that Oaklee activity aligns closely with and influences changing public policy and regulatory requirements.

### Strengthening our Board and Committees - Actions

- ▶ Refresh the Board through regular skills assessments and implementation of the succession plan.
- ▶ Provide induction and training for Board and Committee members.
- ▶ Carry out an external evaluation of the effectiveness of governance structures and arrangements and implement recommendations

### 4.5 - The AHB Sector

Oaklee has always recognised the additional strength and benefits offered through collaboration and partnerships within the sector and we will continue to develop such relationships where they add value to Oaklee and our tenants. Through our involvement in the ICSH and more recently with the Housing Alliance we have engaged with policy makers and politicians in government and in opposition. These alliances and collaborative approaches ensure that the AHB sector and developing AHBs such as Oaklee are able to influence policy and work with government to meet the demand for social and affordable housing.

With other AHBs and care partners we also see the value of working together on joint projects where we benefit from our respective expertise and share both risks and opportunities.

With increased regulation government policy focus on value for money, we would expect to see more collaboration and even consolidation over the period of this strategy. We will actively explore any such opportunities.

### Collaboration - Actions

- ▶ Remain an active partner in the Housing Alliance.
- ▶ Explore opportunities to collaborate with other AHBs.
- ▶ Consider future PPP, affordable/intermediate opportunities with suitable partners.
- ▶ Consider opportunities for strategic collaboration and even consolidation with AHBs where this significantly benefits Oaklee and our tenants.

### 4.6 - The Private Sector

The success of this plan will depend on building on established working relationships with developers, banks and professional services firms. We operate in a complex environment and our success is dependent on the skills, knowledge and efforts of these other organisations.

With increased house building in the private sector, more Part V opportunities and more mixed tenure developments, we will continue to nurture positive working relationships with reputable developers to support a strong pipeline of housing projects for Oaklee. We will also continue to work closely with all our key partners involved in our SPV and PPP projects and use these relationships to improve homes and services to tenants as well as identify possible future collaborative opportunities.

### Collaboration - Actions

- ▶ Continue to foster productive relationships with key partners.
- ▶ Develop long term partnerships with developers.





## Measuring Success

It is essential that we measure the success of this plan in terms of outcomes and impacts. A summary of our approach is shown in the 'One-Page Strategy' on the next page. Behind each of the goals are a set of KPIs that will be monitored and managed through our annual business plan, performance monitoring and reporting processed to the Oaklee Senior Management Team and Board. This will give full oversight of the business and ensure that the operations continue to be monitored effectively and adjusted, if necessary, as required.

In addition to the goals and KPIs we have a full list of our 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 Senior Management Team (SMT) alongside KPI reports.

### Our High Level KPIs

Goals		Board KPI
Company	Housing Delivery	Units started
		Units completed Oaklee
	Compliance	Units completed Acorn
	Assets	H&S compliance
Financial	Planned Maintenance Programme spend	Repairs Cost per property
		Debt Service Coverage Ratio
		Gearing (incl Acorn CALF)
		Operating margin
Service & Operational	Repairs	Net margin
	Housing Management	Repairs completion
	Planned Maintenance	Rent arrears
		Relet days
		20% stock condition surveys

### SMT KPI

In addition to those above, the proposed additional KPIs to be monitored by SMT (and escalated to Board if +/- 10%) with associated targets for 2020/21 encompass:

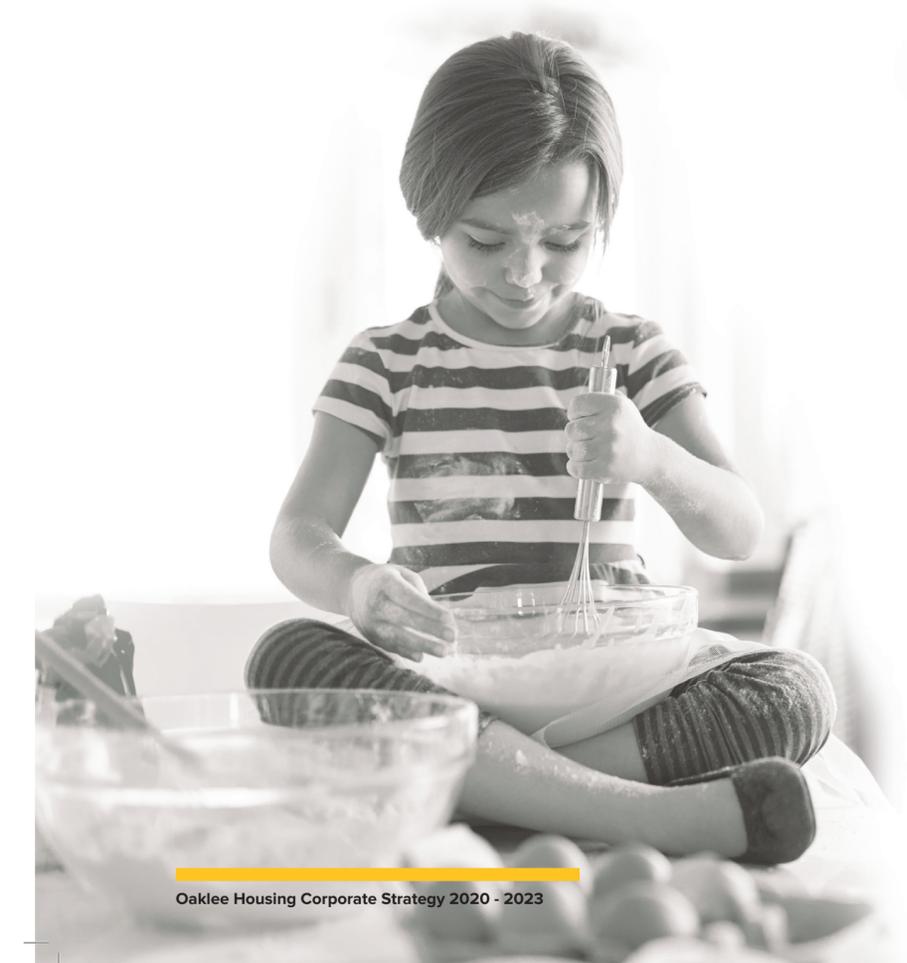
Goals		SMT KPI
Company	Financial	Void loss
		Net surplus
		Interest cover
		EBITDA margin
Service & Operational	Customer	Liquidity
		Complaints days
		Calls resolved on 1st contact
		Repairs satisfaction
Stakeholders	Neighbourhood	Overall tenant satisfaction (Annual survey)
		Neighbourhood quality satisfaction
		Tenants
		SMS tenant engagement

Goals		SMT KPI
Stakeholders	Staff	Learning & Development investment
		Staff absenteeism
		% PDRs completed
	Funders	CEO LA meetings
	Developers	HoD meetings (national)
	PR & Comms	Brand awareness – national media mentions
		Social media LinkedIn increase in following

# One Page Strategy

## 1 - Mission

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



Pillar	Theme	Continuous Improvement Projects
Company	Growth	Develop a plan for collaboration and potential consolidations with other AHBs, considering operational and service benefits arising.
	Asset Management	Develop an approach to consider the financial and social performance of the stock at scheme level to inform future growth activity and to understand which stock makes a positive contribution to Oaklee.
	Asset Management	Develop approaches that ensure that Oaklee homes are economically, socially and environmentally sustainable into the future having regard to planning and environmental impact, changing demographics and housing need.
	Asset Management	Develop strategies to address low demand and under occupied stock.
	Infrastructure	Enhance the current IT and phone capacity to increase access to services, support remote working and an increased staff number
	Infrastructure	Review the current head office accommodation, develop and deliver an operational accommodation strategy having regard to the current lease expiry, the growth strategy and regional operations.
	Asset Management	Ensure that all homes and buildings are compliant – complete all outstanding fire safety remedial work .
	VFM	Develop a value for money strategy with clear identifiable actions and measures.
Services	Facilities	Co-create a tenant service offer and quality assurance process (QA) for the maintenance and upkeep of the internal and external common areas and estate roads and green areas not taken in charge .
	Facilities	Assess resource implications of services to North West and counties with minimal stock. Consider options and agree plan.
	Growth	Develop an Oaklee design guide and specification to ensure that all new homes meet an agreed standard as a minimum.
Stakeholders	Staff	Create a great place to work by investing in our people and developing an Oaklee way of living our values. This will include designing an effective Learning and Development (L&D) programme and service offer for staff, developing a high skill/ high performance culture, creating a collaborative, flexible and inclusive workplace environment as well as supporting recruitment and retention in an employees' market.
	Tenants	Co-create a community development strategy with our tenants, with a clear purpose and aims and measures of success.
	Tenants	Implement the Tenant engagement strategy, to improve services, develop learning loops and identify tenant priorities.
	Funders	Develop an annual communications plan to promote Oaklee's key deliverables and to strengthen the Oaklee brand.
	Funders/Local Authorities	CEO to plan a programme of visits with all key stakeholders throughout the year to improve 2-way communication and to inform strategy development and progress.

# GET IN TOUCH

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