



CILL DARA
HOUSING ASSOCIATION

Strategic Plan

2023 - 2026



Business with Heart: A Strategy for Success

Foreword

This three year strategy will support Cill Dara Housing Association to continue to fulfil its purpose.

Cill Dara Housing Association (CDHA) is committed to providing high-quality services and safe homes where our tenants can put down roots, raise families, and be part of the community. That's why we want to play our part in helping houses become homes, streets and estates becoming communities and people's aspirations becoming realities.

The strategy has been informed by the invaluable contributions from tenants, staff and officers of Kildare County Council, our Approved Housing Body partners and CDHA board members. Views expressed by the stakeholders have helped the board to recognise our strengths and how these could help to realise further opportunities to build on our success and mitigate risks and external threats.

The following strategic priorities will guide and direct our work over the next 3 years.

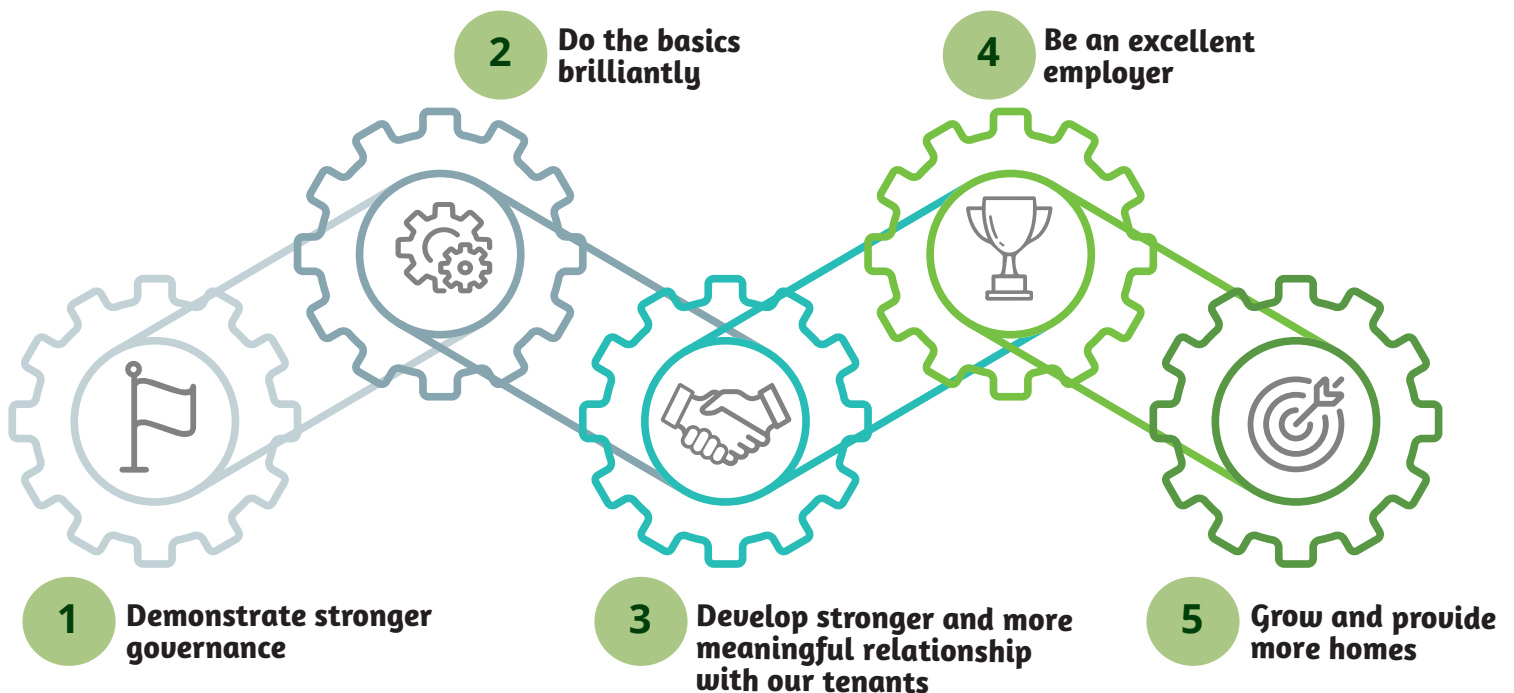
By the end of 2025 we will:

As a housing association, we are committed to meeting the requirements of the Charities Regulator and the standards set by the Approved Housing Bodies Regulatory Authority (AHBRA).

We are fully signed up to delivering the priorities that our tenants have helped to identify: residents would like CDHA to provide good quality homes and accessible services, create safer neighbourhoods and be more than just a landlord. In considering these priorities, the board will ensure that CDHA runs as an organisation that is a local business with a social heart.

I am grateful to our stakeholders, my fellow board members and our new Chief Executive, Phillip Morrison-Gale, for their unfailing support and tremendous commitment to helping CDHA to make a real difference to the lives of our residents.

Peter Fenton, Chair



About Cill Dara Housing Association

History

Cill Dara Housing Association (CDHA) was established in early 1993 to provide much needed, affordable homes in County Kildare. As an Approved Housing Body (AHB) we are regulated by the Approved Housing Bodies Regulatory Authority (AHBRA). We also make annual returns to Kildare County Council with whom we work closely to provide housing to people from the Council's Housing Register. We are registered Charity with the Charities Regulator.

Vision

To provide quality homes and services for people in housing need.

Mission

To provide quality, affordable homes and services and to play a role in supporting the development of safe and sustainable communities where people are proud to live.

Core values and behaviours

Our values are integral to our success. They shape our behaviour and attitudes and form part of our culture because they are embedded in the way we work.





Accountable

Taking ownership and responsibility and learning from our successes and mistakes

We will:

- ✓ Take ownership for our behaviour, performance, and quality of work
- ✓ Work with colleagues and tenants to achieve positive outcomes
- ✓ Take pride in our personal and professional development
- ✓ Demonstrate flexibility and embrace change positively
- ✓ Ask for help when it is needed and provide support to others
- ✓ Celebrate our successes and use criticism constructively to improve



Respect

Showing that we value and care about our tenants and communities and expressing this through our words and actions

We will:

- ✓ Act with integrity and professionalism
- ✓ Care about what we do
- ✓ Treat people with respect and dignity and create a positive and inclusive working environment
- ✓ Be considerate about and understand the impact of our behaviour on others
- ✓ Respect diverse views and perspectives and work collaboratively to meet the needs and aspirations of people from different backgrounds and experiences



Customer & Community Focused

Striving to deliver the right services that are high quality and customer-focused by knowing people, understanding their needs, and making a difference to local communities

We will:

- ✓ Know our tenants, identify their needs, and respond appropriately
- ✓ Deliver on what we promise and be a role model for others
- ✓ Focus on customer needs and do the best for them
- ✓ Make positive contributions in the areas that we work to create and build on community cohesion and sustainability



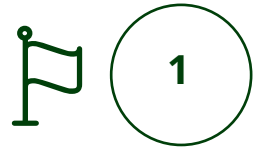
Open & Honest

Operating with integrity, fairness, and authenticity

We will:

- ✓ Communicate clearly, with honesty and in a timely manner
 - ✓ Listen to people, respond appropriately and actively seek feedback
 - ✓ Develop and build trust through collaboration and confidence
 - ✓ Support innovation and creativity through the sharing of ideas, knowledge, and solutions
-

Demonstrate good governance and leadership



OUR VISION

Demonstrating strong governance is vital and pivotal for successful organisations. We will ensure that our board and sub-committees demonstrate good governance and provide strong strategic direction and leadership to help deliver our mission and vision. Our vision for good governance is underpinned by the Standards for Governance and Finance set by the Approved Housing Bodies Regulator, and the requirements of the Charities Regulator.

OUR COMMITMENT

- ✔ Reflect good governance and strong board leadership through effective frameworks for governance, business, financial and performance management.
- ✔ Ensure that CDHA has a board that is skilled and governance structures that enable effective oversight and assurance and create value in setting long-term strategic priorities.
- ✔ Demonstrate a culture of decision-making that considers effective resource management to meet our long term vision, drives efficiencies and demonstrates value for money.
- ✔ Have effective arrangements for reviewing governance arrangements to reflect best practice on board size, member recruitment and renewal, and ensure compliance with the Approved Housing Bodies Regulatory Authority's Regulatory Standard for Governance and Finance.





Do the basics brilliantly



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OUR VISION

Our tenants' priorities are to receive a high-quality housing management and repairs services. The overall experience of our tenants is integral to the way we operate our business. We recognise the importance of a sustained focus on frontline services: we aim to get things right-first time and provide positive outcomes for our tenants and communities. We will have a solid understanding of our diverse tenants to tailor services, create tenancy sustainment approaches and identify long-term service priorities. Investing in our properties to provide good quality homes is a continuing theme of our business.

OUR COMMITMENT

- ✓ Remain accessible to tenants through a variety of channels and make it easy for them to access general information through our website and request services online 24/7.
- ✓ Embed a culture of 'right first time' to service delivery and make it easy for tenants to tell us what their needs are, and what they think about our homes and services.
- ✓ Ensure that our core housing management service reflects good practice and meets the Tenancy Management Standards set by the Approved Housing Bodies Regulatory Authority.
- ✓ Ensure that our homes are well-maintained and safe, meet legal standards and the Property and Asset Management Standard set by the Approved Housing Bodies Regulatory Authority.
- ✓ Introduce measures to tackle the climate emergency and reduce our carbon footprint.

Build stronger and more meaningful relationships with our tenants



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OUR VISION

Our relationship with our tenants is more than just one of a landlord and tenant: we will work with them to improve services and the quality of their homes. We will make it easier for tenants to talk to us so that their diverse views can support decision-making, both at strategic and operational levels. We will empower tenants and make ourselves accountable to them.

OUR COMMITMENT

- ✓ Enable CDHA tenants to have a sense of ownership of the organisation.
- ✓ Reflect the voice of tenants in decision-making and informing service improvements.
- ✓ Hear the voice of diverse tenants.
- ✓ Publish our performance information for tenants in an accessible and meaningful way.





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Be an excellent employer

OUR VISION

We want every member of our team to be feel valued, supported and encouraged to achieve their potential. If we are to expect our staff to deliver the best possible service to tenants, we need to ensure that they have the right knowledge, skills and resources to be able to deal with diverse challenges and meet tenants expectations.

OUR COMMITMENT

- ✓ Retain and attract high-quality staff to deliver high-quality services.
- ✓ Be a caring employer and understand the needs of our employees.
- ✓ Review our recruitment, selection and career development opportunities.
- ✓ Create job opportunities for local people.

Grow and provide more homes



OUR VISION

We are clear our aspiration to grow stems from the need to meet the significant increase in demand for affordable homes. We want to play our part in delivering homes in innovative ways, ranging from building new homes to creating capacity to vacant homes that could be brought back in use. There is an opportunity to deliver efficiencies by joining forces with other AHBs and different landlords. We are also very clear that investment in new homes will not be at the expense of investment in existing properties.

OUR COMMITMENT

- ✔ Develop more homes to meet the housing needs of the local community.
- ✔ Contribute to Kildare County Council's strategic housing objectives.
- ✔ Meet housing needs of tenants of neighbouring local authorities.
- ✔ Explore partnerships with other AHBs.



Operating context

CDHA is one of nearly 450 AHBs operating in Ireland. AHBs play an increasingly important part in not just providing affordable homes but also creating stable and sustainable communities and helping them to prosper.

AHBs work in partnership with local authorities to house those in need of housing, or those who are homeless or threatened with homelessness. In comparison with local authorities - who provide more than 140,000 affordable homes - AHBs own and manage around 43,000 homes for those who cannot afford to buy or rent properties in the open market.

Opportunities

Under the Government's 'Housing for All – a New Housing Plan for Ireland' there is an aspiration to deliver an average of 33,000 new homes each year from 2021 to 2030 with direct state funding of €2.4bn through the Land Development Agency. The overall objective is that every citizen in Ireland should have access to good quality homes for purchase or rent.

CDHA is fully supportive of the objectives of the New Housing Plan to:

- ✔ Support home ownership
- ✔ Increase affordability
- ✔ Eradicate homelessness through an increased supply of social housing delivery
- ✔ Support social inclusion
- ✔ Address empty homes and make efficient use of existing stock.

Government plans include delivering around 15,000 homes from the State's land bank coupled with the introduction of a new planning process for large-scale residential developments. In addition, further state funding of €40m has been made available to refurbish over 2,500 vacant social homes nationally. In 2020, €1,004m loan finance was approved by the Housing Finance Agency for provision of 4,526 homes.

CDHA recognises that without notable growth in the number of homes we own and manage, we will not be able to meet the significant housing needs in our geographical areas. The board aspires to use our current financial reserves to build new homes. We also need to be open to other ways to grow so that we can create efficiencies and capacity to achieve operational changes that will support our vision to deliver excellence in all that we do. The board will continue to explore opportunities to build long-term partnerships and relationships with local AHBs and private landlords.

Challenges

The housing environment needs to evolve rapidly to meet the emerging needs arising from an ageing society and the aspirations of new residents and future generations. There is a need to access residential land and long-term finance through strong partnerships.

There are several other key challenges, including the rising cost of living that will impact on the lives of our residents and employees, a wider skills shortage in the construction sector that will impact all AHBs and developers and could threaten the delivery of new homes and capital investment in existing homes. We are very aware of the general trend in construction inflation that is allied to interest rates for loan finance, coupled with the impact of inflation on materials and component parts.


As a community-based organisation, we tend to work with local contractors and in particular smaller companies. There is little doubt that negative economic conditions usually mean that smaller companies are the first ones to feel the financial squeeze.

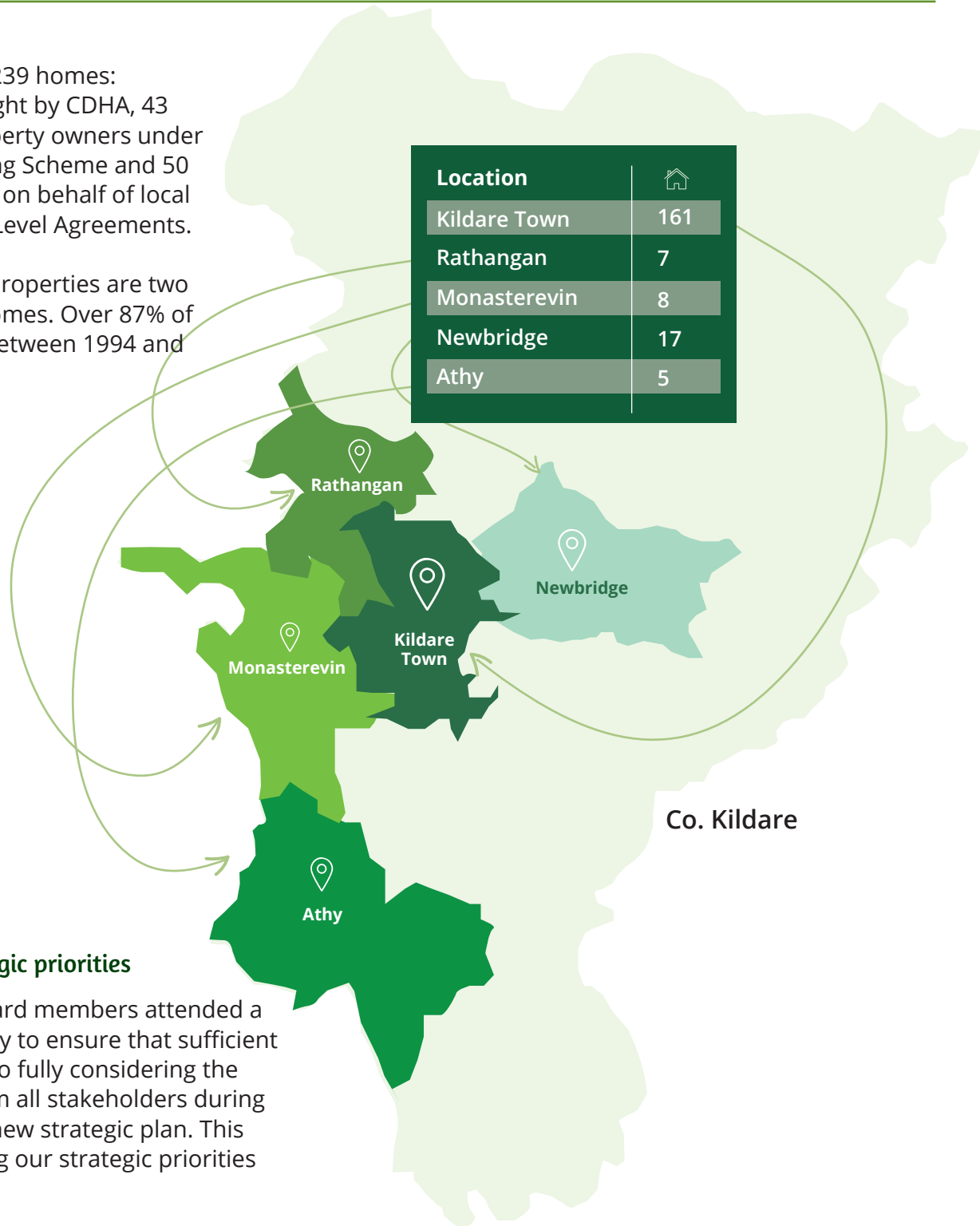
We welcome statutory regulation for Approved Housing Bodies. Increased external scrutiny means an even greater focus on risk evaluation and effective management. The board has robust processes in place to identify, assess and mitigate risks. Risk management and assurance processes have been strengthened and form an integral aspect of our internal controls and governance framework.

Homes

We own or manage 239 homes: 146 are owned outright by CDHA, 43 are leased from property owners under the Long-term Leasing Scheme and 50 homes are managed on behalf of local AHBs under Service Level Agreements.

The majority of our properties are two or three bedroom homes. Over 87% of our stock was built between 1994 and 2014.

Location	
Kildare Town	161
Rathangan	7
Monasterevin	8
Newbridge	17
Athy	5



Delivering our strategic priorities

In June 2022, our board members attended a strategic planning day to ensure that sufficient time was dedicated to fully considering the feedback gained from all stakeholders during the planning of this new strategic plan. This resulted in identifying our strategic priorities for the next 3 years.

Each priority was considered by asking why it was important, the overall way in which it would be delivered and what the operational priorities were to ensure delivery. Through this, we will ensure that the day-to-day service delivery is informed and underpinned by our strategic priorities.



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