

*"To be the leading provider of quality customer focused housing and support services in Ireland."*



# OAKLEE HOUSING TRUST

BUSINESS PLAN  
2009/10





# Our Strategic Objectives

**Strategic Objective 1 To Foster a Culture of Service Excellence**

**Strategic Objective 2 To Ensure Tangible Sustainable Business Growth**

**Strategic Objective 3 To Deliver Long Term Viability**

**Strategic Objective 4 To Ensure Statutory Compliance**

"Oaklee Housing Group's 5 year Corporate Strategy" is the over-arching framework document and is the 'road map' setting out the Group's vision for the next five years. It focuses on the high level objectives goals and targets on which the Group's performance will be measured.

Underpinning the Corporate Strategy is a range of Group strategies and plans which ensure the delivery of the strategic objectives, goals and targets. Each member of the Group produces an annual corporate business plan which is an essential 'building block' in the hierarchy of strategies and plans.

This annual corporate business plan for Oaklee Housing Trust details the Key Tasks to be undertaken, under each of the four strategic objectives, which will tangibly demonstrate that the Trust is contributing to the delivery of the goals of the Group Corporate Strategy".

**Key Tasks**

- 1.1 Deliver ICT (Year 1) Strategic Plan
  - PDA Solutions Housing Actions/Repairs
  - Implement 'SNAP' Survey Software

*Target:* Mar 2010 *Department:* Corporate
- 1.2 Implement the MIS Planned Maintenance module and Asset Management module with database for Energy Performance Certificates (EPC)
 

*Target:* Feb 2010 *Department:* Operations
- 1.3 Assist in sourcing information for tenants on income and budgeting advice
 

*Target:* Jan 2010 *Department:* Operations
- 1.4 Establish Framework Agreements for Regional Response Maintenance Contractors
 

*Target:* Jan 2010 *Department:* Operations
- 1.5 Establish a Tenant Forum and elect a Chair
 

*Target:* Mar 2010  
*Department:* Corporate/Operations
- 1.6 Deliver Year 1 Communications Strategy
  - Launch new interactive website and intranet
  - Open Days on sheltered schemes

*Target:* Mar 2010 *Department:* Corporate



- 1.7 Deliver Year 1 Oaklee Service Centre Plan
  - 87% calls answered within 20 seconds
  - 85% advisor quality performance

*Target:* Mar 2010 *Department:* Corporate
- 1.8 Complete repairs within agreed timescales
  - Emergency = 95%
  - Urgent = 90%
  - Routine = 90%
  - Overall = 92%

*Target:* Mar 2010 *Department:* Operations
- 1.9 Establish a Planned Maintenance Programme for stock
 

*Target:* Oct 2009 *Department:* Operations
- 1.10 Produce Service Charge accounts and budgets on a scheme by scheme basis
 

*Target:* Mar 2010 *Department:* Finance
- 1.11 Revise and update new projects tenant satisfaction survey
 

*Target:* Dec 2009 *Department:* Operations
- 1.12 Establish a bespoke sheltered housing Tenancy Agreement
 

*Target:* Feb 2010 *Department:* Operations



## Strategic Objective 2 **To Ensure Tangible Sustainable Business Growth**

### Key Tasks

- 2.1 Contribute to the Structural Review of Oaklee Housing Group  
*Target:* Dec 2010 *Department:* All
- 2.2 Deliver Year 1 of Corporate Energy and Sustainable Development Strategy  
*Target:* Mar 2010 *Department:* Operations
- 2.3 Reduce energy consumption on all schemes with communal facilities by 5%  
*Target:* Mar 2010 *Department:* Operations
- 2.4 Pilot at least 2 long term leasing schemes  
*Target:* Mar 2010  
*Department:* Operations/Finance
- 2.5 Develop longterm financial projections and complete and monitor annual budgets  
*Target:* Oct 2009 *Department:* Finance
- 2.6 Utilise 10% of Oaklee Housing Group revolving landbanking fund  
*Target:* Mar 2010  
*Department:* Operations/Finance



- 2.7 Pilot one carbon neutral capital development project  
*Target:* Mar 2010 *Department:* Operations
- 2.8 To explore one new partnership arrangement for Supported Housing  
*Target:* Mar 2010 *Department:* Corporate



## Strategic Objective 3 **To Deliver Long Term Viability**

### Key Tasks

- 3.1 Achieve a surplus on activities of €185k  
*Target:* Mar 2010 *Department:* Finance
- 3.2 Produce a cashflow for capital and revenue forecasting in line with longterm financial plan  
*Target:* Nov 09 *Department:* Finance.
- 3.3 Manage and meet budget targets 2009-2010  
*Target:* Mar 2010 *Department:* All
- 3.4 Achieve Key Performance Indicator Targets:
- Restrict to 3% increase in response maintenance costs (on a like for like basis)
  - Achieve below 3.75% lettable voids loss
  - Allocate 75% of general needs and sheltered properties within 4 weeks
  - Achieve current arrears target of 2.0%
  - Achieve 100% debt collection from Joint Management Partners within 30 days
- Target:* Mar 2010  
*Department:* Operations/Corporate
- 3.5 Produce a cashflow for capital and revenue forecasting in line with longterm financial plan  
*Target:* Nov 09 *Department:* Finance
- 3.6 Produce quarterly Management Accounts  
*Target:* N/A *Department:* Finance
- 3.7 Develop an OHT Purchasing Policy  
*Target:* Dec 2009 *Department:* Finance
- 3.8 Review and update staff performance and appraisal framework  
*Target:* Feb 2010 *Department:* Corporate



- 3.9 Produce an annual Board and Staff Development Plan  
*Target:* Oct 2009 *Department:* Corporate
- 3.10 Meet sickness absence target of 4.0% (short term 1.0%)  
*Target:* Mar 2010 *Department:* All
- 3.11 Review OHT Staff Resources Plan  
*Target:* Dec 2009 *Department:* All



## Strategic Objective 4 **To Ensure Statutory Compliance**

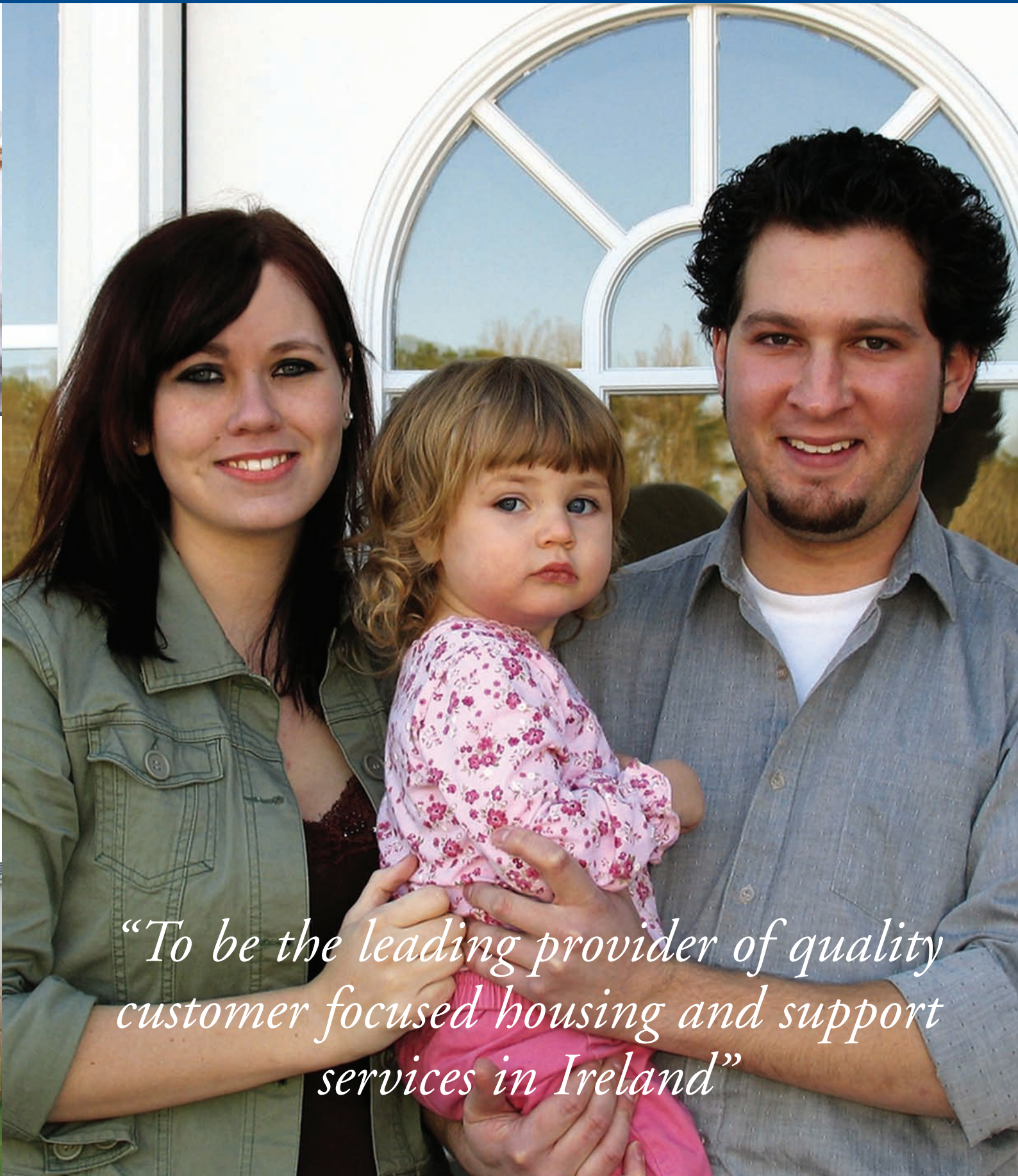
### Key Tasks

- 4.1 Establish OHT Corporate Risk Register and Business Contingency Plan  
*Target:* Nov 2009 *Department:* All
- 4.2 Carry out Legionella Risk Assessment for all relevant schemes  
*Target:* Dec 2009 *Department:* Operations
- 4.3 Provide Governance training for Board of Management  
*Target:* Jan 2010 *Department:* Corporate
- 4.4 Publish Business Plan 2009/10 and Annual Review 2009  
*Target:* Sept 2009 *Department:* Corporate
- 4.5 Provide a work placement scheme to facilitate people with special needs to work in OHT  
*Target:* Feb 2010 *Department:* Corporate
- 4.6 Implement Equality Scheme review  
*Target:* Jan 2010 *Department:* Corporate



- 4.7 Comply with requirements of HSE for all supported/sheltered housing schemes  
*Target:* N/A  
*Department:* Operations/Corporate
- 4.8 To review and develop Service Level Agreements with Joint Management Partners  
*Target:* Oct 2009 *Department:* Corporate





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