Building For Success
Ensuring a responsive, expanded & accountable housing association sector

STRATEGIC PLAN
2015-2018
THE ICSH MISSION
The Irish Council for Social Housing (ICSH) is the national representative body for approved housing bodies (commonly known as housing associations). ICSH member housing associations, in addition to providing and managing good quality rental housing at affordable levels, also deliver a range of complimentary services to tenants such as families, older people, homeless and people with disabilities that help tenants to live independently.

In order to further enhance the role of the sector, the ICSH has produced its latest Strategic Plan for 2015-2018, Building for Success - "Ensuring a responsive, expanded and accountable housing association sector". This ICSH Strategic Plan has been produced by the ICSH Board and developed with input from ICSH Council, members and external stakeholders. We thank everyone for their input.

KEY MILESTONES
- The ICSH was founded in 1982, although the sector dates back to the late 1890’s.
- The housing association sector collectively manages in the region of 30,000 homes.
- Providing housing for over 65,000 people in over 500 Communities.
- Expanded role of sector in recent six year Government Social Housing Strategy.
- Over 270 members affiliated in communities across the country.

ICSH MISSION
The ICSH mission as the national representative federation is to support and promote the work of housing associations and to develop the distinctive role of the sector in the Irish housing system to deliver high quality housing.

ICSH VISION
The vision of the ICSH is to have an expanded housing association sector in Ireland that meets current and future housing needs of families, single people and vulnerable groups and contributes to the creation of sustainable communities whilst improving housing choice.

STRUCTURE OF THE STRATEGIC PLAN
The duration of this ICSH Strategic Plan is for four years and sets out five objectives, some challenges for the ICSH and the proposed outcomes with timelines within each objective until 2018. Of the five strategic objectives, the first three relate to the ICSH role and influence on the sector as a whole, and the remaining two are internal to the ICSH.
VALUES OF THE ICSH

- We ensure ICSH members are central to everything we undertake as a federation.
- We adopt an innovative learning and problem solving approach in all our work.
- We promote a strong culture of transparency, good ethics, sound and reasoned judgement in what we advocate for.
- We create a healthy environment of working in partnership with other key stakeholders* in the public, private and within the community and voluntary sector.

ICSH STRATEGIC OBJECTIVES

Our work as the ICSH is focused around five themes

- Increased supply of high quality homes and services to tenants
- Delivering high levels of accountability, governance and new partnerships
- Supporting the development of sustainable housing associations
- Promoting strong representation of the housing association sector
- Operating an efficient and responsive housing federation

WHAT WILL HAPPEN WITH THE STRATEGIC PLAN?

The ICSH Strategic Plan and its Objectives will be reviewed by the ICSH Board annually. The aim of the ICSH is that this Plan will have helped shape the external and internal environment for members and wider society over the next four years, how the sector will have adapted to the new environment, and the effective role the ICSH will have as a representative body in supporting and influencing the new environment.

*Stakeholders include local authorities, Department of the Environment Community and Local Government, the Housing Agency including the Regulation Office, financial institutions including the Housing Finance Agency (HFA), the private sector, elected members, state bodies and organisations in the Community and Voluntary sector.
# Delivering a Responsive, Expanded and Accountable Sector

## Objectives

### Increased Supply of High Quality Homes and Services to Tenants
- Housing strategy with sector having a stronger role
- Need for a sector multi-annual housing development programme
- New funding mechanisms suitable for new delivery
- Services to tenants in supported housing projects (e.g. frail elderly, homeless, people with disabilities)
- Management or stock transfer of local authority stock
- A defined revenue funding scheme for support costs provided to tenants
- Land/sites assembled for ongoing housing development programme

### Delivering High Level of Accountability, Governance and New Partnerships
- Different regulatory arrangements for different parts of the sector and tenancies moving to RTB
- Dealing with role of local authorities
- Appropriate regulation for supported housing projects
- Improved public perception of AHB’s as realistic housing choice
- Ensuring sector reputation as good quality professional housing managers as well as social enterprises providing added value i.e. improved health, education, voluntary input

### Supporting the Development of Sustainable Housing Associations
- Supporting the building capacity for housing associations interested in developing
- Assisting associations with governance and regulatory issues
- Collaboration/consolidation within the sector and new partnerships joint ventures emerging
- Using HAPM for assessing management performance
- Engaging with relevant third level institutions and students

### Promoting Strong Representation of the Housing Association Sector
- Communication-agreeing common messages for the sector
- Communication with members, between members and of the sector having a wider role
- Increased use by members of online communication

### Operating an Efficient and Responsive Housing Federation
- Undertaking organisational changes for ICSH Governing Structure and Secretariat
- Serving new needs of ICSH Members
- Ensuring financial resources for ICSH

## Enabling Factors

### Increased Supply of High Quality Homes and Services to Tenants
- New social housing strategy with targets by 2015
- Sector housing development programme to be introduced by 2016
- EU funds to be accessed by AHB’s by 2017
- Increased new housing starts (incl with private finance) to 2000 new homes per annum by 2018 both social and other tenures
- Widen range of housing supply options e.g. Part V, NAMA Ongoing
- Increased level and take up of loan finance provided by financial institutions with appropriate terms and conditions

### Delivering High Level of Accountability, Governance and New Partnerships
- Housing regulation of the sector introduced by 2016 (including RTB)
- Increased number of stock management/transfer partnerships with local authorities by 2016
- Appropriate domiciliary care standards for special needs projects by 2018
- Increase stock managed in sector to 35,000 homes by 2018
- Continued engagement with ICSH in SHS Governance Structures - Ongoing

### Supporting the Development of Sustainable Housing Associations
- Increased significantly number of members accessing private finance by 2018 with at least up to 15 in a development programme
- Enhancing CAS programme to for targeted special needs - Ongoing
- Supporting members with organisational changes including with voluntary boards. Ongoing
- Up-skilling in delivery and management by 2016

### Promoting Strong Representation of the Housing Association Sector
- ICSH Communication Plan including on the role of sector and members activities by mid-2015
- Increased promotion of sector with elected members and political parties up to 2016 in promoting the role of the sector

### Operating an Efficient and Responsive Housing Federation
- Implementing Governance changes in 2015, with increased financial capacity of ICSH and increase level of non-state support from 2016
- Review ICSH structures in 2018

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**ICSH Board Members:** Justin O’Brien (President), Molly Buckley, Neil Bolton, Tina Donaghy, Pat Doyle, Pat O’Connor, Oliver O’Loughlin, Aoife Walsh, John Corcorcan, Company Secretary, Margaret O’Leary and CEO Donal McManus.