

Building Focus Our Strategy

2019 – 2022

clúid
housing



Introduction

Our strategy is structured around five pillars. This document is a summary of our strategy.

The introduction:

- Provides the context in which Clúid is working (facts and figures)
- Summarises the headline objectives of the strategy
- Outlines the role of approved housing bodies (AHBs) in providing housing solutions
- Outlines the key challenges to delivering the strategy

We have created a measurable work plan that is directly informed by this strategy.

Strategy Pillar One

Sustaining

Building Sustainable Communities



This pillar examines how Clúid intends to deliver housing to a wider segment of the population, and how we intend to help create sustainable communities. The pillar outlines our strategy for:

- **Intermediate renting** – offering an affordable rental product in order to meet a neglected need, diversifying our range of housing solutions and enabling Clúid to develop mixed tenure schemes
- **Diversification** – developing diverse product offerings
- **Stock transfer** – consolidating the sector through stock transfer rather than mergers
- **Integration** – working with people with special needs, those experiencing homelessness, migrants, people with disabilities and others to create inclusive communities
- **New technologies** – experimenting with new technologies to improve delivery e.g. modular housing
- **Partnerships** – collaborating with partners to deliver social and affordable housing
- **Opportunities to avoid** – setting out what we will not do e.g. market housing

Strategy Pillar Two

Improving

Improving
Our Services



This pillar of the strategy is about improving services to Clúid's customers. The pillar outlines our strategy for:

- **Resident engagement** – enhancing customer insight, resident communications, customer impact (the impact of a Clúid home on the lives of our residents)
- **Tenancy sustainment** – supporting vulnerable tenants to remain in their homes
- **Owner management companies** – getting actively involved in owner management companies (OMCs)
- **Clann** – developing a new and distinct offering for older people in housing need
- **Estate reviews** – determining independently the quality of our service

Strategy Pillar Three

Building

Building Our Capacity



This pillar of the strategy is about building capacity within Clúid in order to sustain growth and mitigate the risks associated with change. The pillar outlines our strategy for:

- **Staff culture** – empowering and supporting staff
- **Support services** – acknowledging the importance of support staff and improving their practices
- **Strategy development and working groups** – establishing and resourcing working groups to progress strategies: greening, procurement, value for money, digital, customer engagement, culture, diversification of funding, communicating our message, and corporate social responsibility.

Strategy Pillar

Four

Investing

Investing in Our Properties



This pillar of the strategy is about how Clúid intends to accrue and maintain its properties. The pillar outlines our strategy for:

- **Legacy schemes** – Determining how Clúid intends to manage its involvement in its grant funded properties (resolving the unsustainability of this model), resolving unsold affordables (lobbying for a long term sustainable model) and managing single, one-off properties (including assessing/ considering disposal)
- **Contracting our Property Services team** – assessing opportunities for providing maintenance services, particularly to OMCs
- **Caretaking** – including caretaking and management of common areas under a single management structure
- **Community sustainability** – creating opportunities for resident participation e.g. landscaping, caretaking etc.
- **Environmental sustainability** – e.g. developing ecologically sustainable developments
- **Insulation and warm homes** – continuing to address fuel poverty
- **Energy usage** – reducing energy consumption throughout our housing stock

Strategy Pillar Five

Influencing

Influencing Our Future



This pillar of the strategy is about how Clúid will seek to adapt our operating (external) environment through policy work. The pillar outlines the strategy for:

- **Adrian Norridge Bursary** – continuing to research issues in housing provision
- **European Federation for Living** – sharing good practice with fellow members
- **Housing Alliance** – advocating together on shared issues
- **Benchmarking** – driving performance and becoming a model of compliance through the Housing Alliance benchmarking group
- **Classification** – continuing to lobby for the reversal of the classification of AHBs as public bodies
- **National Rent Scheme** – lobbying for an equitable and consistent rent scheme
- **National Allocations Scheme** – arguing for the adoption of a national Choice Based Letting Scheme
- **Regulators** – promoting the interests of both AHBs and their residents with the Residential Tenancies Board and the Property Services Regulatory Authority
- **Stigma** – standing alongside our residents and communities to counter social housing stigma

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