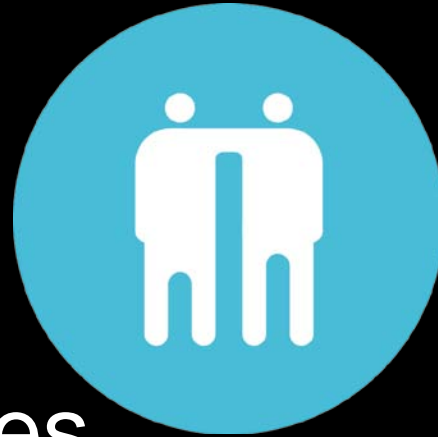


Innovating, Collaborating & Delivering Homes

HFA | Dublin City Council
Finance Strategic Policy Committee
15 September 2016





The role of the HFA is to facilitate and support the successful delivery of Social Housing in Ireland

Executive Summary

HFA 2020 strategy complements government's *Rebuilding Ireland: Action Plan for Housing and Homelessness*

Primary focus is on delivery of 47,000 homes

Benign interest rate environment

Relationship driven approach

Continuous improvement

Outline of the Four Strategic Pillars



- ▶ *Pillar 1: Customers and Competitors*
- ▶ *Pillar 2: All other Stakeholders*
- ▶ *Pillar 3: Organisation Interdependence*
- ▶ *Pillar 4: HFA Internal Capability*





Pillar 1 - what 2020 will look like...

- Financing local authorities to deliver 9,000 homes – gross lending €1,350m (net lending €620m)
- AHBs deliver 4,500 homes, as HFA grows loan portfolio by €680m
- 13,500 homes are only $\frac{1}{3}$ of the 47,000 needed, but HFA has capacity to do more
- HFA has also developed new markets including HEIs and the Care Sector
- HFA has forged partnerships to target the use of EIB finance for energy retrofits



Pillar 1 - why LAs should borrow

- Priority to get homes built
- Scale required
- 25 year fixed rate at <2% (service €1bn for c.€50m p.a.)
- Cost of emergency accommodation
- Possible sale later can be looked at
- Limited capacity of AHB sector



Pillar 1 - comfort blanket needed

- Off B/S funding challenges, timing
- Risk exists for LAs
- Need solid repayment platform
 - Sustainable & reliable
 - Legally based
 - Past informs the future



Pillar 2 – Key Stakeholders

- HFA has strong working relationships with key elected representatives especially those with Housing responsibility
- HFA understands needs of key Departments
- Customers and Government Departments fully appreciate the product range, capability and operating constraints of HFA
- Liaison with National Press and other media
- All HFA communications are consistent and clearly articulated



Pillar 3 – organisation interdependence

- Wider 'Housing Group' is focused on delivering 47,000 units by 2020
- HFA is a collaborative and trusted team member
- HFA plays a co-leadership role
- HFA's position papers and financial advice are sought and valued
- HFA is consulted in the development, planning and execution of Housing Policy



Pillar 4 – internal capability

- Programme for developing leadership skills and competence
- AHB sector acknowledges the ease and efficiency of the HFA loan process
- HFA has introduced the most appropriate, reliable and integrated electronic systems to complement its ability to deliver on the expectations of stakeholders
- HFA promotes a positive and stimulating work environment which recognises and values the contribution and commitment of all employees