



McAuley Place ...



Somewhere ... that People Admire



Somewhere ... people can 'do'



Somewhere ... to 'age in place'



Strategic Plan
2023 - 2026

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McAuley Place, Naas

McAuley Place is a diverse and vibrant example of an alternative to institutional residential care for older people.

Located in the former Convent of Mercy in the centre of Naas, County Kildare, McAuley Place was established in 2000 as a community response to the need for independent living for older people. Comprising apartments, tea rooms, Arts and Culture Centre and a Community Centre, McAuley Place offers on-site intergenerational facilities to enable community engagement for residents and locals alike.

From the very early design stage, the development of McAuley Place incorporated the United Nations Principles for Older Persons, aiming to 'maintain the optimum level of well-being'. It was designed to the highest standards to ensure that there would be no sense of institution at McAuley Place and that people would want to move there. Informal support from long-established friends and neighbours is provided to the residents, who are from the local community.

The development places huge emphasis on opportunities for lifelong learning and the arts, ensuring social inclusion for tenants and for the wider community. Local artists can exhibit their work in the lobby, while the Arts and Culture centre is used by the community for music, dance, film and other activities. The Community Centre hosts a wide range of classes, courses, and events, and the building includes a sound-proof music room.



Executive Summary



I am delighted to introduce our 3-year Strategic Plan that will run from June 2023 to June 2026. This plan reaffirms our strategy to sustain an ageing population at the heart of a vibrant community and sets out a clear path to deliver on that strategy and our Mission to provide the continuity of affordable residential living for older persons in a “Society for All Ages”. I am confident we will continue to grow and build on the success of McAuley Place to date.

McAuley Place was established in 2000. It is a voluntary, non-denominational, not for profit housing association with Charitable Status. The development consists of 53 Self Contained Residential Units, Tea Rooms, Community Centre, Arts and Culture Centre and our Luisne Centre and Garden.

Our ethos is aligned with the United Nations Principles for Older Persons which states that “Older Persons should be enabled to maintain or regain the optimum level of wellbeing - physical, emotional, psychological and spiritual”. The development addresses some of the broader determinants of health as outlined in the Healthy Ireland Framework by supporting lifelong health and wellbeing.

At McAuley Place we place huge emphasis on promoting opportunities for lifelong learning, - the arts are central to this policy - and on ensuring social inclusion for residents and for the wider community.

We rely on the generosity of the community, the belief and support of our residents and dedication of our staff and volunteers. We are delighted that our founder, Margharita Solon continues to act as our Ambassador, bringing her vision and passion to the ongoing benefit of McAuley Place.

McAuley Place has been endorsed by President Michael D. Higgins as exceptional *“the idea of having 53 Apartments, of having a community facility, of having a recreational space, of having a Tea Rooms, and, that it is intergenerational in the middle of Naas - there is something just wonderful - it is exceptional!”*

My sincere thanks to fellow Board Members and our General Manager for their input and support in developing this Strategic Plan and to all our staff, volunteers and Residents of McAuley Place, without whom we would not have the exemplar that exists today.

Patricia Darling
Chair

Mission – Vision – Values

Our Mission

To provide the continuity of affordable residential living for Older Persons in a 'Society for All Ages'

In delivering the Mission we will continue to create:

- An inter-generational, stimulating, and creative environment in the heart of the town.
- A quality and affordable place where Older Persons choose and are proud to live.
- The best possible opportunities for growth, learning, cultural awareness, creative arts and integrated leisure in a community focused environment.

This is underpinned by:

- Adherence to the ethos of McAuley Place.
- Quality of intervention both executive and voluntary.
- Smart Goals and objective measurement across all areas of activity.
- Value for Money.
- Internal and external engagement.
- Effective corporate governance.

Our Vision

To Sustain an Ageing Population at the Heart of a Vibrant Community

Our Values

The Board of Trustees have agreed the values of McAuley Place and publicise them widely (for example, on our website, annual report, employee handbook, reception area). The values are:

- based on UN principles for Older People.
- centred around dignity, respect and inclusion.
- integral to creation, arts, culture and people.

RESPECT – Dignity and respect for our Residents, Staff, Volunteers and Community

EQUALITY – We will continue to build an organisation that encourages diversity and inclusion and equal opportunities for all including intergenerational facilities to ensure social inclusion for residents and the wider community.

INTEGRITY – By adhering to the ethos of McAuley Place and the UN Principles for Older People, we will operate to the highest level of compliance and standards.

EXCELLENCE – Promote quality, affordability, excellence and accessibility in all activities and actions.

7 Strategic Aims & Objectives



1

**Residential
Independent
Living**



2

**Tea Rooms,
Community Centre
& Arts & Culture**



3

**The Luisne Centre
And Woodland
Garden**



4

**New Development
And
Infrastructure**



5

**Funding
And
Finance**



6

**Environmental,
Social &
Governance**



7

**Marketing
Communications &
Technology**

1. Residential Independent Living

We enable older persons to maintain their independent living in a vibrant community.

We are committed to ensuring the Health, Safety, and Welfare of all users of the premises at McAuley Place; ensuring accommodation is fit for purpose and enables residents to live as independent a life as possible, referring residents to other agencies where appropriate, to facilitate necessary care and support.



Community and Intergenerational Living

Create the opportunities for inter-generational interaction for the equal benefit of both the young and the older person.

Specific Activities:

- Continue to develop programmes through Arts, Culture and Community events that give opportunity for intergeneration interaction.
- Maintain and expand school programmes that offer the capacity for younger people to engage positively with older people.
- Continue to pursue sponsorship and other resources to support intergenerational programmes and intergenerational Workshops.

Articulating our Future Care Provision:

The current emphasis is on independent living however, it is clear that some residents may not be able to live independently in the future. McAuley Place is open to exploring options to meet future challenges.

Specific Activities:

- A full review of the Continuum of Care and the model we will use as we respond to the needs of the aging demographic of McAuley Place.
- Tenant Engagement Officer – Funding will be sought to employ a Tenant Engagement Officer for a minimum of 20 hours per week to support the needs of residents.
A first step would be to create a focus group to include representatives from the residents, management, residents' family, a community support representative (e.g.

District Health Nurse) and the Tenant Engagement Officer, to establish the services required to meet the wellbeing needs of residents.

- Continuously improve communications between board, staff, volunteers, residents and their families.
- Continue to engage with the local community to ensure McAuley Place remains as a vibrant community in which to live in the heart of Naas.
- Utilise Arts and Culture and inter-generational programmes to bring personal wellbeing and personal development to our residents and the local community.

2. Tea Rooms, Community Centre and Arts & Culture

The Convent Tea Rooms

The Convent Tea Rooms open daily, Monday to Saturday from 9am to 5pm serving wholesome home-made food and pastries, also catering for events, Weddings and Afternoon Teas etc.



Specific Activities

- The facility continues to be a vital part of the vibrant community and provides important income generation for McAuley Place. We aim to continue to build capabilities through training/upskilling of staff and volunteers and maintain the ambience to protect custom and revenue.

Community Centre

A selection of spaces that are available for hire in the Community Centre, from small meeting rooms to large spaces suitable for community groups and activities.

Specific Activities

- We will continually promote available facilities through ongoing marketing and communication vehicles to improve the viability of this facility.
- To continue to pursue State funding.

Arts & Culture Programme

The benefits to health and learning derived from the Arts are enormous. McAuley Place therefore places a high value on interaction and engagement via Arts and Culture. Our vision is to secure funding for a dedicated Arts & Culture Officer.

Specific Activities

- Maintain current Arts & Culture Co-ordinator position to support ongoing programme.
- Explore potential funding opportunities for a dedicated Arts & Culture role.
- Continue to provide opportunities for engagement through a broad range of Art & Culture activities e.g. Artist in the Lobby, Concerts and Performance venue.

- Continue to promote the space and services to maximise the utility.
- Continue to develop programmes of Arts and Culture that will have a broad appeal to the community as a whole through participation/activity as well as stimulation of the senses.
- Enhance connection and foster relationships with key arts enablers – including in the Local Authority and other arts-based organisations.
- Establish McAuley Place as a recognised Arts Centre and promote a formal Monthly Arts Programme to be communicated to public.

Weddings

The Arts & Culture Centre and the Luisne Centre provide unique settings for Weddings. We can host Humanist, Spiritual and Civil ceremonies and can accommodate up to 90 guests.

Specific Activities

- Continue to promote McAuley Place as a Wedding Venue.
- Continue to pursue relevant grants over the coming years.

3. The Luisne Centre and Woodland Garden

The Luisne Centre builds on the existing innovative approach of McAuley Place to health and positive ageing by providing an intergenerational meeting space facilitating social inclusion and promoting the arts and creativity as tools for engagement for all ages.

To extend the outreach to the community from McAuley Place and enhance facilities for residents and the wider community. A place where people “can be” and “can do”.

Core Concept

Inspired by the initial vision of Luisne, the central role focuses on learning. The Luisne programme is based on exploring themes such as: Arts & Culture, Food, Nature (including biodiversity, ecology, and climate change) and Health (managing one’s personal health), Naas People/Shaping my Town and Technology.



Specific Activities:

- Explore the development of an experimental programme around the above themes under four pillars of Research, Health, Citizen Engagement/Co-production, and building an ecology of social infrastructure.
These four pillars constitute a guiding framework, aimed at continuing to position McAuley Place as an innovator and collaborator in the public conversation about the relationship of society with its older people. The pillars emphasise the importance of engaging with Naas citizens and of building tangible dimensions of social and community capital.
- Apply for Further Capital Grants to complete the Artist in Residence phase of the Luisne.

4. New Development and Infrastructure

Background

Nás na Ríogh Housing Association CLG, trading as McAuley Place, provides quality and affordable residential accommodation, with cultural and community facilities and has been successful in attracting substantial financial support from local government, generous sponsors and financial institutions supporting the wonderful facilities we presently enjoy.



We will continue to protect the integrity of the organisation and the associated affordability of the independent living model. This includes the ability to maintain and improve the current infrastructure and campus. Key to this is a strong sinking fund along with sustainable income and expenditure underpinned by robust corporate governance.

We are currently investing in a significant expansion initiative that further supports and sustains the vision and mission of McAuley Place. In Autumn 2023 we acquired the Beaufort site adjacent to McAuley Place which aims to provide 36-45 new apartments.

In line with the Naas statutory local area plan, McAuley Place is also exploring the potential for further housing developments in the heart of Naas.

Specific Activities

- Manage the development of the Beaufort site.
- Explore further opportunities in Naas with a view to continued expansion of the current footprint for the provision of additional housing.
- Ensure we are compliant with all statutory provisions.
- Preventative maintenance and continuous review of current/emerging maintenance issues in line with the Stock Condition Survey.
- Stay abreast of sectoral developments in collaboration with Irish Council for Social Housing (ICSH) and other (Approved Housing Body) AHBs.
- Continue to explore the Franchise Model concept.

5. Funding and Finance

Maintain a stable and sustainable financial model, underpinned by good and effective corporate governance.

Pursue funding initiatives in conjunction with Statutory Agencies and private sources to consolidate and expand the McAuley Place model.



Specific Activities

- Establish a fundraising committee to accelerate and maximise funding opportunities.
- Ensure we have targeted fundraising activities and approved co-ordinators.
- Ratify the appropriate Statutory Funding Line for the new Beaufort development.
- Ensure we have a strong financial model with contemporary reporting that matches income with expenditure on all activities that support the vision and mission.
- Ensure we have a targeted sinking fund that allows for ongoing maintenance and planned capital programmes into the future.
- Maintain a robust financial and audit oversight framework and ensure there are suitably qualified persons both at operational and oversight levels.
- Document Business Continuity/Critical Incident Plan in the event of disaster.

6. Environmental Social & Governance

Our ESG Commitment

We are making continued progress on our Environmental, Social and Governance strategy to advance a more sustainable, responsible and people-centric housing model that contributes to the organization's long-term success and viability.



The aim is to contribute positively to the environment, social causes and to conduct ourselves responsibly.



The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership.

Our approach to ESG supports the Sustainable Development Goals (SDGs) as outlined below:



Goal 3 Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages.

We promote well-being through our Luisne Centre & Garden and Community Centre by facilitating social interaction and thereby enhancing the physical, emotional, psychological and spiritual wellbeing of members of the community.



Goal 11 Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable.

We will ensure access to safe and affordable housing, energy-efficient infrastructure and continue to invest in our community garden in a way that is both participatory and inclusive.



Goal 13 Climate Action

Take urgent action to combat climate change and its impacts.

We endeavour to protect our planet and reduce our carbon footprint by the introduction and maintenance of energy efficient utilities and green initiatives throughout the organisation.

Specific Activities

Environmental

- All new developments will take Environmental aspects into account.
- McAuley Place is strategically located to encourage sustainable modes of transport and support the LAP and Climate Action Plan.
- In order to comply with evolving sustainability policy and objectives in the Beaufort development project, McAuley Place will apply an ESG sustainability methodology and will include this in the brief for the design.
- We will ensure a high quality development that will help enhance the social, environmental and visual quality of the area at Beaufort.
- We will work with partners who share our ambition to become cleaner, greener and more sustainable with each project, maximising amenity and energy efficiency by climate sensitive design that takes account of orientation and surrounding features.

Social

- Continue to offer support and training for Staff and Volunteers.
- Continue to foster community engagement through volunteer programmes and intergenerational facilities and activities.
- Facilitate mental resilience by providing an opportunity for residents to engage in voluntary activities such as gardening in the Luisne Garden.
- Contributing to the regeneration of life in the town centre.

Governance

In order to comply fully with the Charities Act, McAuley Place will meet the legal standards and embrace best practice in all aspects of Corporate Governance as it will underpin our values and give confidence and pride to all who live, work or support the organisation.

- We will maintain a strong Corporate Governance structure and ethos for McAuley Place which embeds an effective integral Governance framework across all processes, procedures and systems.
- We will establish a Corporate Governance Handbook that will set out policies and procedures in relation to all aspects of McAuley Place governance.
- Ongoing maintenance and update of the Risk Register for McAuley Place.
- Ensure adherence to all regulatory requirements and reporting with state bodies.
- Conduct annual audits of processes, systems, procedures, at all levels of the organisation.
- Maintain Governance as a standing agenda item for Board and Management meetings and regularly review compliance.

7. Marketing, Communications and Technology

To enhance the culture and reputation of McAuley Place by creating an awareness and understanding of what it is and what it represents.

We will adopt a professional and consistent strategy to drive our brand identity and how we engage with the wider community.



Specific Activities

Stakeholder Management

- Engage with key stakeholders including Kildare County Council, Government Bodies, State Funders and Voluntary Housing Organisations such as the Irish Council for Social Housing.
- Continue to build relationships with philanthropists, local representatives, local community groups in order to progress the objectives of McAuley Place.

Communications

- Develop and maintain an effective communications plan and social media strategy.
- Review rules and procedures with respect to communications and use of social media.
- Utilise a PR Agency for Press Releases and other Media communications as required.
- Ensure that the website and social media is up to date and kept fresh with current events.

Marketing & Fundraising

- Review Brand Identity including signage, marketing materials and provision of services.
- Develop Strategic Fundraising Plan to support expansion of McAuley Place.
- Ensure that all groups using McAuley Place are integrated into our promotional and marketing plans.

- Put in place a dedicated outreach policy and strategy to ensure that the uniqueness and ethos of McAuley Place is understood by as wide an audience as possible.
- Review and be aware of all appropriate grants.

Technology

Specific Activities

- Review Information Technology Policy, Procedures and Infrastructure for McAuley Place to ensure provision of updated IT infrastructure hardware, software, processes to meet ongoing technology needs and implementation of upgraded architecture and support structures.
- Continue to provide and maintain a digital technology platform that embraces modern methods of communication, record maintenance and information sharing.
- Remain fully compliant with data protection best practice.

Board Configuration, Volunteers and Staff

McAuley Place has built a team of enthusiastic and competent Board Members, Staff and Volunteers to deliver the overall activities of the organisation, generating an excellent quality of service.

In order to meet the challenge of expanding the McAuley Place campus we need to ensure appropriate staffing and skillsets at all levels of the organisation.

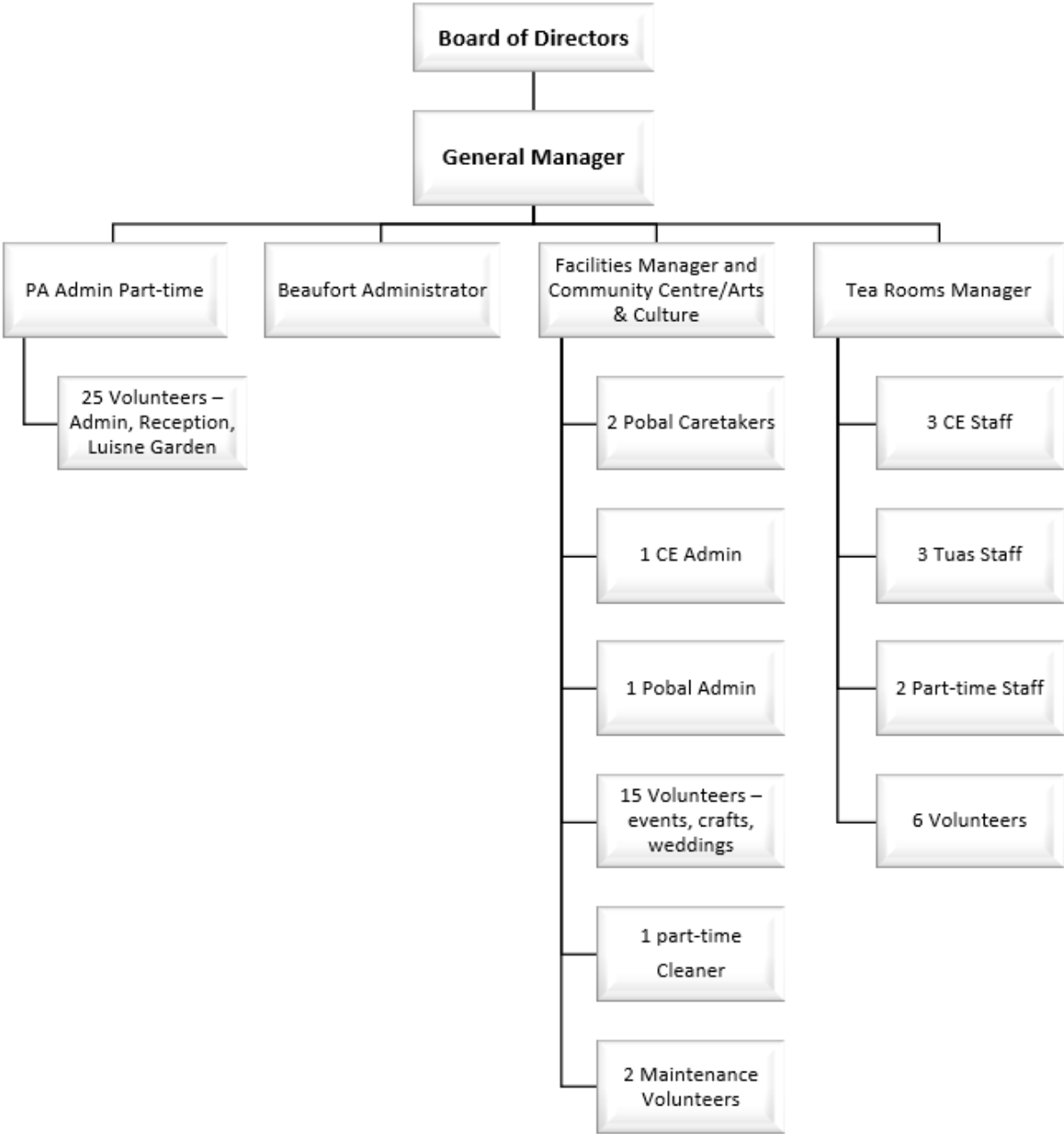
Specific Activities

- Continue to provide the appropriate level of training and development for all staff and volunteers (existing and new).
- Conduct annual reviews with all key staff to support delivery of annual budgets and support their ongoing development.
- Create and enhance a team culture in all aspects of McAuley Place operations.
- Ensure appropriate board committees are in place with relevant expertise to support future development needs.
- Define the Ambassador Role to carry the vision and ethos of McAuley Place and to support outreach for the organisation.

Appendix 1 – Execution Plan

Topic	Actions	Lead Responsibility
1. The Board	Ensure membership of Board and Committees continues to meet the needs of the organisation	Chair and Board
	Review the Board operating procedures annually	Board
2. Developing a continuum of care	Agree Funding for and Appointment of a Tenant Engagement Officer	Board and General Manager
3. Fundraising	Establish Committee Develop & execute Strategic Fundraising Plan	Board and Fundraising Committee
4. Development	Manage the development of the Beaufort site Identify further expansion opportunities Complete final phase of Luisne Centre	Board and Development Committee
5. Arts & Culture	Explore potential funding opportunities for a dedicated Arts & Culture role.	Board and General Manager

Appendix 2 - Organisational Chart





Strategic Plan 2023 - 2024



Nás na Ríogh Housing Association CLG; trading as **McAuley Place**

Registered Company No. 327152

Registered Charity No. 20052614

Charity Number CHY15326

Located at McAuley Place

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