Strategic Plan (2018 – 2020)

To be the preferred choice among our members for financial services delivered in line with the credit union ethos”
1. **Key Stakeholders**

CCU was formed in 2010 through the merger of Premier Credit Union (formed 1962) and Clonsilla Credit Union (formed 1982), operating in the Dublin 7 and Dublin 15 areas. This merger was the first stage of a strategic development plan designed to grow the Credit Union to meet anticipated challenges and develop member services. As part of continuing this development CCU merged with West Cabra Credit Union (formed 1967) in September 2015 and we now have Total Assets in excess of €100m, 4 offices, 46 staff and membership exceeding 38,000.

Our future is built on the strength of the pillars of our relationships and engagements with our membership and other key stakeholders. With the support of all we will develop and enhance our service provision, strengthen our organizational and financial structures and maintain the ethos of a community working together for the benefit of our Members. Our key stakeholders include:

**Members**

Our future lies in working closely with our Members to understand their current and future financial needs and to enhance and develop our services so that we continue to be relevant and develop successfully over the next 3 years.

**Our Staff & Board**

The challenges facing both the staff and voluntary cohorts have never been as demanding as they are currently with enhanced legal obligations and operating standards required of all personnel. We must endeavour to fully support our people in the conduct of their duties.

**Our Community**

CCU’s offices are strategically located to ensure that our services are accessible to existing and future members living or working within our common bond (Dublin 7 and Dublin 15). As a not for profit entity our future lies in working closely with community groups and local businesses to ensure we contribute positively to our local area.

**The Central Bank**

The role of the Central Bank in regulating the credit union sector is now clearly established. This is essential in the interest of, both the sector and, the wider interests of the financial services sector. We will engage positively and proactively with the Central Bank and will be fully compliant with all domestic legislation and EU Directives. We will also continue to monitor upstream legislation to ensure CCU is prepared for its implementation.

**Other Credit Unions**

While CCU is a substantial credit union, we believe that our future is intertwined with that of other credit unions with which we can form suitable co-operative arrangements. Co-operation, in the form of mergers, or other close strategic relationships will provide the economies of scale necessary to deliver a high-quality range of services to members in the manner in which they wish to access them, while maintaining strong governance and controls to protect the savings of members.
2. Vision, Mission and Values of CCU

**Vision**

Our vision is to be the preferred choice among our members for their financial needs and services to be delivered in line with our values and the credit union ethos.

**Mission**

Our mission is to provide a range of quality services to our members and to contribute and add value to the community within which we operate.

**Values**

We operate in accordance with the following values:

- **Integrity and respect:** we act in an ethical and honest manner treating all our members with courtesy and respect.

- **Trust:** we operate to the highest standards of discretion and confidentiality in a professional way.

- **Quality Service:** we interact and respond to our members on the basis of their individual needs.

- **Co-operation:** we care about our members and consider ourselves part of our community. We strive to give back where we can.

- **Transparency:** we are open and co-operative with our members and regulatory authorities in the conduct of our business.
### The Strategic Objectives

The revised Strategic Objectives are as follows:

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<th>No.</th>
<th>Objectives</th>
<th>Implementation Measures</th>
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| 1   | Increase Lending                               | - Targeted campaigns to stimulate lending  
- Develop broader range of short, medium and long term loan products  
- Grow income generated from loans  
- Review/Modify Internal loan processes to make loan application easier/quicker from member’s perspective  
- Analysis of Common Bond to identify lending opportunities within CCU’s existing membership/Common Bond                                                                                       |
| 2   | Ensure Financial Sustainability of CCU         | - Grow and Expand Active Membership through engagement with the Community (i.e. the Common Bond and Other Credit Unions) and local corporate entities.  
- Active management of investments to ensure optimum return  
- Maximise income generated from the recovery of bad debts  
- Efficient management of costs  
- Efficient Asset Liability Management                                                                                                                                  |
| 3   | Enhance Member Services                        | - Use of IT to enhance and broaden delivery channels  
- Engage with IT partner to maximise existing capabilities of the primary system.  
- Increase Member Usage of CCU Online Services                                                                                                                       |
| 4   | Growth through Merger Opportunities            | - Identify and Execute Suitable Merger Opportunities                                                                                                                                                                      |
| 5   | Social Responsibilities                        | - Active promotion of financial education and the wise use of credit by members  
- Active promotion of thrift by our members  
- Provide active support to local clubs and societies within our community                                                                                              |