



54TH ANNUAL REPORT

April 2024 - March 2025



**Housing
Executive**

Laid before the Northern Ireland Assembly
Under Articles 12(2) and 21(5)
Of the Housing (Northern Ireland) Order
1981 By the Department for Communities

On

4th July 2025

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Performance Report:

Non-Executive's Report by the Chair, Nicole Lappin

As Chair of the Northern Ireland Housing Executive, I am delighted to introduce the annual report for 2024/25. This introduction also reflects the Non-executive's report for the same period.

During the past year, there have been a number of changes to Board membership, and I want to record my thanks to outgoing Board Members, Paul McCusker and Cathal Mallaghan, as well as welcoming Deirdre Varsani and Stephen McIlveen as incoming appointments. At the outset, I thank my Board colleagues for their consistent attention to Housing Executive matters and am grateful for their expertise and insight.

Over the past year the Housing Executive has delivered many impressive achievements, most notably the creation of six new properties in Sunningdale Gardens, North Belfast; the first set of new homes delivered by the Housing Executive in 25 years.

I was delighted to see families moving into these homes where they will enjoy the benefits of high-quality housing and the highest standards of thermal comfort and energy efficiency. The scheme was a pilot project, and I look forward to seeing how Housing Executive colleagues learn from this to deliver further homes across Northern Ireland.

Alongside the development of these new homes, I was pleased to see the continued improvement and maintenance of almost 24,000 homes. This investment not only improved the comfort and safety of tens of thousands of our tenants, but it also created jobs and strengthened the local economy.

I am also delighted to report that, despite on-going budgetary pressures, the Department for Communities was able to secure funding for 1,504 new homes started by Housing Associations across Northern Ireland, facilitated by the Housing Executive's social housing development team.

The Board welcomed the publication of the Programme for Government, which prioritised new housing and tackling homelessness. It was especially pleasing to see specific mention of the New Foundations Programme. This excellent initiative, developed with other Government Departments as well as the homelessness sector, will support the needs of young people leaving the care system.

The Housing Executive also welcomed the publication by Minister Lyons of the new cross-departmental Housing Supply Strategy. This important document outlines a 'whole system' approach to housing, while recognising the many complex issues involved.

As I have previously reported, I am continuously impressed by the professionalism shown by Housing Executive colleagues, as they put the needs of tenants and other customers first. This was particularly so during Storm Éowyn, which caused massive wide-spread disruption, including damage to tenant's homes. The Customer Service Units were inundated with calls, but the Severe Weather Emergency Protocol was effectively implemented to help those most affected by this unprecedented storm.

As an organisation the Housing Executive is looking to recruit new staff, as well as invest in our existing employees. An additional 122 apprentices have been successfully recruited

since April, via our Social Value programme. This has proven to be a highly effective vehicle through which new talent can be brought into the organisation where individuals receive support for their personal and professional development.

Statutory agencies perform important functions in the delivery of public services and the Board welcomed the ten Northern Ireland Audit Office recommendations contained in the Comptroller and Auditor General's Report into Homelessness. The Board will oversee how these recommendations are taken forward in the 2025/26 year. In October, the Northern Ireland Public Services Ombudsman wrote to me raising concerns regarding the Housing Executive's handling of complaints. Along with Housing Executive colleagues, the Vice Chair, John McMullan, and I, met with the Ombudsman in December to assure her of the steps which the Housing Executive Board and Audit Committee are taking in relation to that. This work and related progress will continue to be monitored in the coming year. I note that in February, the Ombudsman proposed an own initiative investigation into the Housing Executive. The Board will continue to monitor the outcome of this proposal in 2025/26.

The Housing Executive's work could not be achieved without the unwavering support from the Department for Communities, our Minister, Gordon Lyons, and Permanent Secretary, Colum Boyle. I would like to thank them for their continued dedication to meeting tenants' housing needs. I also acknowledge the work of the Executive Team, led by Grainia Long. Often this work is unseen and undertaken at various hours to ensure service continuance to tenants and customers. The Board is grateful for the Executive Team's tenacity and perseverance as well as the innovation which Directors' experience and skills bring to bear on the delivery of housing services.

Further, I recognise the hard work, commitment, and passion, of Housing Executive colleagues across the organisation. The Board is deeply indebted to everyone who contributes to service delivery. Thank you.

Looking to 2025/26, I note the Board will lose considerable corporate knowledge as Derek Wilson and Jim McCall step down after ten years' service. In light of this, I have engaged with the Department to ensure that the Board is able to withstand such a loss. As we move into the 2025/26 year, I will continue to meet stakeholders, to listen and understand their perspective. Not least, the Central Housing Forum and Housing Community Network, which readily engage with colleagues to inform service delivery. I am hopeful that the Housing Executive will be given the ability to build new homes, at scale, under revitalisation. We are already gearing ourselves up in preparation of a Treasury decision on this, which, if made, will transform public social housing here for generations to come.



Nicole Lappin

Chair

Date: 25 June 2025

Who We Are

The Northern Ireland Housing Executive was established by the Housing Executive Act (Northern Ireland) 1971, and by October 1972, we had assumed all local housing functions. Today we are the Strategic Housing Authority for Northern Ireland, and a public landlord at scale. With an annual budget of approximately £1.3bn, we provide a range of public services and care for around 83,000 homes, although our footprint extends to more than 220,000 homes across Northern Ireland. We work with partners in local government, the construction industry, the voluntary and community sector, and housing associations to meet our organisational objectives, and our services impact the lives of one in every three people across Northern Ireland.

We have two distinct strands to our business: our Landlord role and our Strategic Housing Authority role, both of which are underpinned by our Corporate Services and Finance, Audit and Assurance functions.

Landlord Role

Our landlord services are delivered through our Asset Management and Housing Services Directorates. They encompass the full range of landlord services including housing management, repairing and improving our homes, and engaging with our customers and tenants at a community level. We also manage a commercial property portfolio of approximately 400 units and have a temporary accommodation portfolio of 5,000 homes, and 6,168 leasehold properties. We actively strive to improve and enhance the communities where our tenants and customers live, socially, economically and environmentally.

Strategic Housing Authority Role

As the Strategic Housing Authority for Northern Ireland we assess housing need, oversee the Social Housing Development Programme (SHDP) with our housing association partners, provide housing support services with our voluntary and community sector partners, and provide homelessness services across Northern Ireland (delivered by colleagues in our Housing Services directorate). We oversee the administration of Housing Benefit and the housing element of Universal Credit in Northern Ireland. Alongside this we undertake an ongoing research programme to produce a comprehensive body of housing market intelligence to help us identify and determine how best to shape our services and the places where people want to live in Northern Ireland. Furthermore, we are the Home Energy Conservation Authority (HECA) for Northern Ireland.

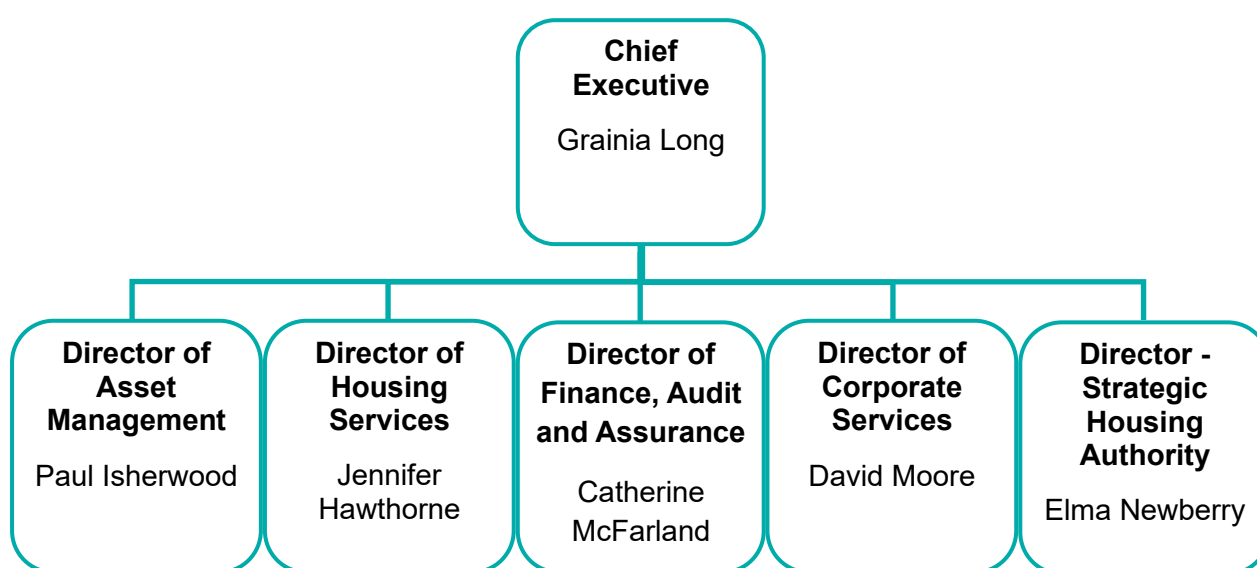
Corporate Services, and Finance, Audit and Assurance

Our remaining two Directorates provide the necessary support for our Landlord role and

Strategic Housing Authority. Support Services is made up of our Corporate Services and Finance, Audit and Assurance directorates, who, between them shape, influence and deliver a range of services strategically and operationally. This includes: Strategic Planning and Performance Reporting, Risk and Governance, Communications, Human Resources, Equality and Safeguarding, Legal Services, Information Governance, Housing Benefit (which we administer on behalf of DfC), Corporate Accounting, Financial Support, IT, Internal Audit, Economic advice and support and Corporate Investigations.

Organisational Structure

Our Executive Team consists of our Chief Executive, Grainia Long and five Directors.



Our Vision, Core Values and Priorities

Our Vision:

'Everyone is able to live in an affordable, sustainable and decent home, appropriate to their needs, in a safe, attractive, and climate-resilient place.'

Our Values:

Our values were developed in collaboration with our colleagues. They reflect our culture and underpin how we approach our work.

We strive to make people's lives better

We put our customers first and deliver right first time

We build strong partnerships and share great ideas

MAKING A DIFFERENCE

We treat our customers, staff and partners fairly

We respect and promote diversity and equality for all

We work in an open and transparent way

FAIRNESS

OUR CORE VALUES

PASSION

We are professional in all that we do

We strive for excellence

We look for new, creative, better ways to do things

EXPERTISE

We believe in our people

We are constantly learning, developing and innovating

We provide strong confident leadership

Energising Communities: 2022/23 – 2024/25 Corporate Strategy

2024/25 represented the final year of our outgoing Corporate Strategy 'Energising Communities', which covered the period 2022/23 – 2024/25.

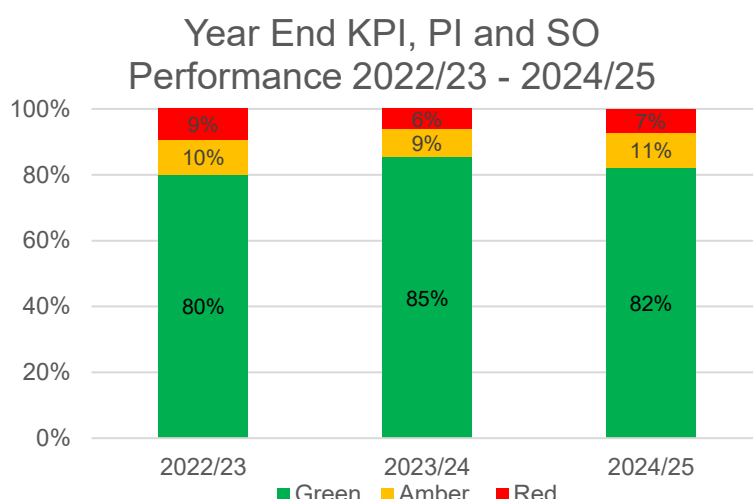
The strategy was developed and launched while we were still emerging from the global pandemic. The invasion of Ukraine, and the resulting rise in energy and fuel costs, coupled with other drivers of inflation deeply impacted our tenants and customers. All these factors combined to present significant delivery challenges. Since launching the strategy in 2022 we believe we have made a significant and positive impact across communities, right across Northern Ireland. We designed developed and delivered a range of new initiatives and services that are now embedded within the full remit of services and activities we deliver for and on behalf of our tenants, customers and communities.

Some of the key achievements over the duration of the strategy are detailed below. Further information on progress on an annual basis is our previous annual reports that can be found online here.

- We invested over £3 billion into our local economy across the full remit of our services;
- We invested more than £523 million via the Social Housing Development Programme and delivered starts on 4,968 new social homes;
- We installed nearly 13,000 energy efficient measures via the Affordable Warmth Scheme and the Boiler Replacement scheme, spending over £39 million;
- We approved 2,439 referrals for Disabled Facilities Grants;
- Our Financial Inclusion Team generated an additional £6.6 million in annual benefit entitlement for our tenants;
- We Invested £37.3 million in 1,406 homes via the Energy Efficiency in Social Housing project, which was part-funded by the European Regional Development Fund (ERDF). These retrofits have demonstrably improved heat retention in these properties and reduced energy use by our tenants;
- There have been 362 apprentices recruited via our social value programme;
- We provided a range of Communication Support Services, including more than 36,000 telephone interpreting calls;
- We enabled our tenants to live more independently by investing over £233 million in the Supporting People programme;

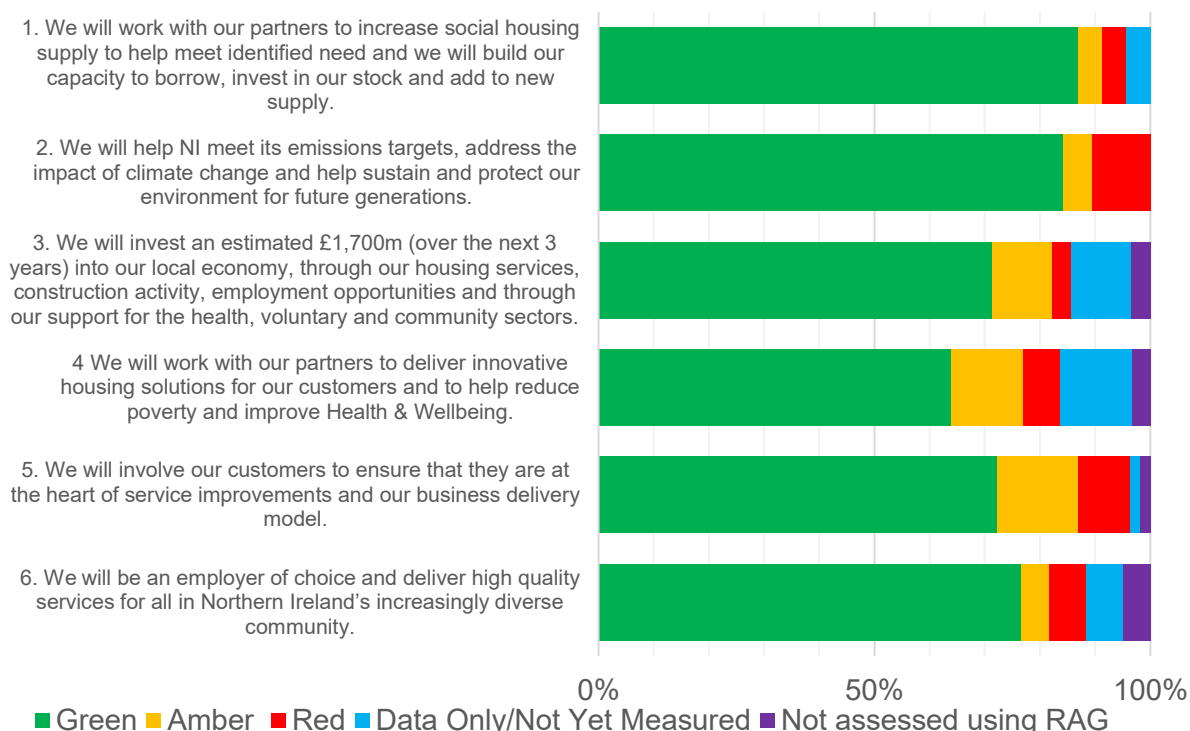
- We commenced 242 major adaptations and 11,756 minor adaptations;
- We have completed 99.37% (467) of all incident investigations within six weeks (for all incidents received through the Health & Safety Incident Reporting System);
- We have introduced a new Building Safety function, in advance of the development of a modernised statutory framework for Northern Ireland;
- We have delivered Carbon Literacy Training to 2,490 staff members;
- The Housing Executive played a key role in the cross departmental response to the delivery of accommodation and support for Ukrainian nationals, who arrived in Northern Ireland as part of the UK Governments response to the war in Ukraine. It is estimated that in excess of 3,453 Ukrainian nationals have now arrived in Northern Ireland through a recognised visa process since March 2022.
- We have directed over £677 million of expenditure towards stock investment activities, including planned, cyclical and response maintenance activities.
- We have continued to invest in our people: we have implemented a new pay and grading structure to ensure appropriate and fair remuneration; together, our new Flexible Working Arrangements Policy and our Health and Wellbeing Strategy action plan have had a positive impact on employee wellbeing; we launched our new Leadership Development Programmes to support our employees; and our Affirmative Action Plan is continuing to target areas of underrepresentation in our workforce. The impact of this work is evidenced by our Investors in People 'We Invest In People Gold' accreditation, and we will continue to ensure the Housing Executive is an employer of choice both now and in the future.

During the three-year period of the strategy there were a total of 287 KPIs, PIs and (sub) Objectives reported through our annual business plans. Of these, 262 were assessed using a RAG status, of which 215 were Green, 25 were Amber and 22 were Red. It should be noted there were a number of targets which were not initially achieved in the planned year, and were assessed as red or amber, but were then achieved in a subsequent year, and assessed as green e.g. the 2022/23 target to deliver six units through Modern Methods of Construction in Belfast was ultimately achieved in 2024/25



The chart above shows the year-end out turn since 2022/23. Please note, these results do not include KPIs which were collected for 'Data Only' purposes, or KPIs which were not assessed using a RAG rating.

Energising Communities: 2022/23 – 2024/25 Corporate Strategy: RAG ratings for KPIs, PIs and SOs linked to the six high level objectives



Despite the ongoing challenges of recent years, overall the strategy has been successfully delivered. Tangible outcomes stemming from the strategy indicate real-world impact across housing, health, and the environment, whilst the effect of our investment in the local economy will be felt both directly and indirectly throughout our communities.

Our Commitment

This annual report highlights the work of the Housing Executive from April 2024 to March 2025. It focuses on the diverse range of responsibilities which are part of our Strategic Housing Authority role, and the services we provide within, as a public housing landlord at scale.

Throughout the report you will see examples of how we are delivering for our tenants and other customers, as well as for the communities in which they live. Our impact goes beyond providing housing and services.

Throughout the year, we invested approximately £1bn into the local economy through various housing programmes and services across Northern Ireland. This includes approximately £465m in Housing Benefit payments, £80m in administering the Supporting People Programme, £176.9m in the delivery of new housing starts by Housing Associations, and a record £250.1m investment in improvements to our 83,000 homes.

As an organisation, we continue to put a major focus on sustainable development and invested £50.4m in energy efficiency measures across our tenants' homes and in the private sector. Last year, we announced a 300-unit low carbon retrofit programme that resulted in real benefits for our tenants, particularly those facing fuel poverty. This has now been expanded to 400 homes, due mainly to the growing capacity of our contracting partners and through our own commitment to the programme.

We have also very recently become the first public housing authority in the UK to join Sustainability for Housing, which commits us to publish data on our decarbonisation activities. The pilot work that we have undertaken in this area is investing in new technologies, while also not forgetting traditional building methods.

This is evidenced clearly in the construction of six new homes, as a pilot project in Sunningdale Gardens, North Belfast, which have been officially classified to PassivHaus standard. We intend to take forward more projects of this type, thereby further strengthening our knowledge base in the construction of cutting-edge, sustainable homes.

We have also made significant progress in the implementation of the Fundamental Review of Allocations with the removal of intimidation points signalling a modern system of social housing allocation. Work on the review, and its practical applications, will be continuing in the months ahead.

Some of the other key highlights from the year include:

- ✓ Planting our 'one millionth tree' in Summer 2024;
- ✓ Maintaining a tenancy sustainment rate of 91%, against a target of 86%;
- ✓ Funding and administering 131 estate based good relations projects, and 32 race relations projects;
- ✓ Awarding 128 community grants totalling £257k;
- ✓ Obtaining Customer Service Excellence (CSE) re-accreditation;
- ✓ Securing almost £300k in funding from the NI Sustainable Energy Programme for a solar PV project in 2025/26;
- ✓ Issuing 2,118 approvals at a value of c.£10.7m, under the Affordable Warmth Scheme;
- ✓ Administering a range of housing assistance for Syrian, Afghan and Ukrainian Refugees accommodating more than 2,200 individuals;
- ✓ Starting 93 Major Adaptations for People with Disabilities;
- ✓ Delivering 18,550 elemental improvements to tenants' homes, with a further 5,371 improvements delivered via response maintenance contracts;
- ✓ Paying out £553k in Repair Grants, resulting in vital improvements to 286 properties in the private rented sector;
- ✓ Effectively responding to 1,501 reports of alleged anti-social behaviour; and
- ✓ Collecting 99.9% of rent due.

In January of this year, many of our tenants were badly impacted by Storm Éowyn, which caused huge amounts of disruption, including serious property damage and lengthy power cuts. It also led to an unprecedented number of calls to our Customer Service Units and over a thousand emergency repairs, when it was safe for our maintenance teams and contractors to complete them. I was extremely proud of how our teams, contractors and partner organisations responded to this emergency. They worked around the clock to ensure that repairs were carried out and that accommodation was provided to those who found themselves homeless at this dangerous time.

Unfortunately, the summer period saw a dramatic increase in race hate incidents, with offensive graffiti, threats and intimidation experienced by many of our tenants, customers and also some of our colleagues. This was a very challenging period in which our local teams worked alongside our community partners to alleviate tensions and help those tenants who were most affected. Our Community Cohesion team, in partnership with members of the Housing Community Network, have a lot of expertise in this area and were also able to provide vital support and guidance during this difficult time.

Towards the end of last year, we also officially launched a new Domestic Abuse Action Plan, which will ensure that NIHE teams can provide the best support to tenants, customers and colleagues who may be experiencing domestic abuse. A key part of the plan is to increase the promotion of the Sanctuary Scheme which enables Housing Executive tenants, at risk of domestic violence, to remain safely in their own homes.

We continue to work within an environment of budget uncertainty, and I remain deeply concerned about the impact that this is having on the new build programme, as well as many other of our vital housing services. Despite being able to deliver 1,504 new starts under the Social Housing Development Programme this year, there may be pressure on any future capital spending. The new Programme for Government has prioritised housing, but this must be reflected in the scale of public subsidy invested, both in terms of capital and public land, otherwise the public could lose faith in our ability to meet their housing needs. Over the coming months we will be working closely with all of our colleagues in the Department for Communities to discuss how we can maximise the budget that is available to us, so that we can continue to fulfil our role as the key delivery partner in the Minister's Housing Supply Strategy.

On a more positive note, I am delighted to see that funding for homelessness prevention is being made available, and we expect it to be ring fenced to allow us to invest in programmes of work that provide solutions 'up stream'. In recognition of the continuing high demand for temporary accommodation we set up a special Task & Finish Group to look into the issue and come up with innovative solutions. As a direct result of this work, we have now managed to increase our portfolio of single lets across every council area and in doing so have made multi-million pound savings on hotel and B&B accommodation.

At the end of March 2025, we also welcomed Minister Lyons' approval of our proposal to acquire 600 properties, initially for use as temporary accommodation. This was a proposal that we had been developing for some time and will help to significantly reduce our reliance on non-standard accommodation.

Alongside this announcement, we have been working hard to maintain standards in temporary accommodation; specifically ensuring that the right, short-term, placements are available for families with young children, which accounts for 2% of households in this type of housing.

We have also been working alongside partners in health, education and justice to create a new pilot project called 'New Foundations', which has been developed to meet the housing needs of young people leaving the care system, to ensure that the risk of homelessness is minimised.

Looking forward to progress on Revitalisation, I am pleased that the UK Spending Review announced in June 2025, contained a commitment to include NIHE borrowing powers in Fiscal Framework negotiations between UK Treasury and the NI Executive. This demonstrates the priority attached to the issue by the NI Executive in the Programme for Government, and we look forward to further progress being made, to enable us to invest in our homes over the long-term and build homes to meet housing need.

I am hugely grateful for the hard work, passion and integrity displayed by my colleagues each day. It has been a year with several unexpected events, that we have overcome with professionalism and genuine care for the wellbeing of our tenants and customers. I look forward to building upon these successes in the year ahead.

A handwritten signature in cursive script, reading 'Grainia Long'.

Grainia Long
Chief Executive

Date: 25 June 2025

The Scale of our Business - 2024/2025 LANDLORD SERVICES



83,000

We managed a stock of approx 83,000 houses



909

909 staff undertook
carbon literacy
training



4,871

4,871 **native trees and**
whips were planted



£250.1m

£250.1m targeted investment in the improvement and maintenance of our property portfolio. We carried out around **260,000** maintenance jobs, at a value of over **£60m**, maintaining and upgrading tenants homes



153,644

153,644 household members living in Housing Executive homes; **30,658** tenants were aged 15 years old or younger, **45,025** tenants were aged 60 years old and over



93

93 major adaptations to Housing Executive stock were started, for people with disabilities

£7.67m

invested into the completion of **3,746 minor adaptations**, such as installing grab rails or replacing a bath with a shower



6,780

Energy efficiency measures completed in 2024/25 delivered a reduction in carbon emissions of **6,780 tonnes**, exceeding the 2024/25 target



£6.6m

We generated almost £6.6 million in measurable **impact through social value** in Housing Executive contracts over the last 3.5 years



205

We awarded a total of 205 contracts, with a combined value of **£181m**

Our new build scheme in North Belfast was completed, with 6 six semi-detached homes built using **Modern Methods of Construction**, and certified as attaining **Passivhaus** classification



6



111

Continued with our **Low Carbon Programme** and completed 111 retrofits, with a combined total of **141 completions** since the programme inception in 2023/24



131

We funded and administered 131 estate based **good relations projects**, and 32 **race relations projects**



£3.1m

Through their income maximisation work, the **Financial Inclusion Team** generated an additional £3.1m in annual **benefit entitlement for tenants**

6,100

We managed over 6,100 **leasehold properties**



361

Quantity of standard temporary accommodation increased by a net **361 units**



496,995

496,995 phone calls answered and **163,004** customer visits to our offices

The Scale of our Business - 2024/2025 STRATEGIC HOUSING AUTHORITY



49,083

49,083 applicants on the **waiting list** for social housing



9

Nine **rural needs tests** carried out to uncover hidden housing need



15,842

15,842 **homeless presenters** and 9,336 **acceptances**



812



We approved 812 **Disabled Facilities Grants**.
The total in-year spend was **£13.63 million**.



1,694

Affordable Warmth Scheme:
1,694 homes completed work, encompassing **2,944 energy efficiency measures**

6,054

6,054 **housing allocations**; **3,205** were allocated by **Housing Associations** and **2,849** were allocated by the **Housing Executive**



37,635

37,635 households in **Housing Stress**

1,504

Social Housing Development Programme:

1,504 **new social homes** started (with programme expenditure of £176.9m) and completed **1,410 new homes**. 125 have been designed to **Wheelchair Design Standards** and 188 were in **rural** locations.



91%



We maintained our tenancy sustainment rate of 91%

£464.77m

£464.77m paid in **Housing Benefit**, excluding Discretionary Housing Payments.

14,830 new claims assessed. Of those claiming, **76,167** lived in the **rented sector** - including over **33,000 Housing Executive** tenants, nearly **19,000 Housing Association** tenants, and over **20,000 private rented sector** tenants



212

212 **house sales** completed



£81.18m

£81.18m was distributed in **Supporting People** funding. There were **80** providers, providing over **800** services to almost **20,000** Service Users



19,976

We responded to 19,976 unique **energy advice queries** and signposted **10,949 customers** to support services



Performance Analysis

This section outlines the Housing Executive's performance during the 2024/25 business year against the 2024/25 One Year Business Plan. In 2024/25, Corporate Performance was reported on a monthly basis (NB. some KPIs, PIs and SOs are reported quarterly) to our Performance Review Committee (PRC) which comprises of our Chief Executive, Directors, Head of Internal Audit, Risk and Governance Manager and the Senior Planning and Performance Manager. This information is reported to the Housing Executive Board, Resources and Performance Committee and the Department for Communities (DfC).

For the 2024/25 Business Year, we reported on 92 Key Performance Indicators (KPIs), Performance Indicators (PIs) and (Sub) Objectives (SOs). Of these, 84 were scored using a Red-Amber-Green (RAG) scoring system (Red: Not achieved, Amber: Partially achieved, and Green: Fully achieved). Four did not have a specific target and were assessed for 'data only' or monitoring purposes.

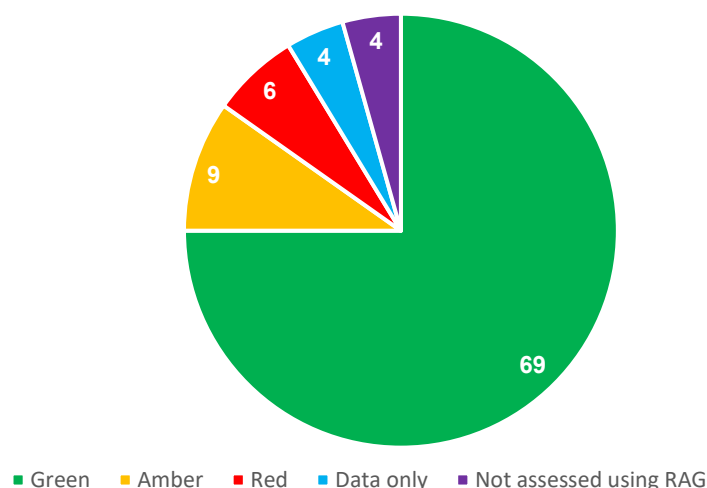
Housing Executive KPI/PI/SO performance during 2024/25

	Strategic Housing Authority	Finance, Audit and Assurance	Corporate Services	Housing Services	Asset Management	TOTAL
Green	20	5	13	18	13	69
Amber	1		1	3	4	9
Red	1		1	2	2	6
Monitoring		3		1		4
Not assessed using RAG	1			1	2	4
TOTAL	23	8	15	25	21	92

Overall, at year-end there were 69 Green, 9 Amber and 6 Red KPIs/PIs/SOs, as well as 4 monitoring/data only. For comparison, in 2023/24 we reported on 90 KPIs/PIs/SOs, of which 82 were assessed using a RAG status: 70 Green, 7 Amber and 5 Red. Overall performance in 2024/25 is marginally reduced when compared with the previous reporting year, with fewer greens, and more ambers and reds. It should be noted that we assessed an additional two KPIs, PIs and (sub) Objectives using a RAG status when compared to the 2023/2024

reporting year. Performance remains strong despite the continued challenging operating environment including, but not limited to restricted budgets, delays in obtaining external approvals, resourcing key posts and the impact of the Storm Éowyn.

2024/25 Year-End Outturn



In the following performance report, we examine the achievements of the Housing Executive throughout the 2024/25 financial year. As stated previously, there were 69 KPIs, PIs and (sub) Objectives that met or exceeded target. Full details of those that met or exceeded target are included in the accompanying report. Some highlights at Year End that met or exceeded target include:

- Starting 1,504 and completing 1,410 new units through the Social Housing Development programme;
- Investing £50.4m million in energy efficiency measures across our tenants' homes and in the private sector;
- Completing 2,944 energy efficiency measures to 1,694 homes via the affordable warmth scheme;
- Delivering an effective and efficient Housing Benefit Service in line with agreed performance indicators including recovering over £8.6 million in overpayments;
- Responding to 19,976 Unique Energy advice queries and signposting 10,949 customers to support services;
- Providing Carbon literacy training to 909 staff;
- Having eighty-two directly employed Apprenticeships/Higher Level Apprentices (HLAs) and Graduate positions currently live in the organisation

and an additional 122 Apprentices recruited since April 2024 via our social value programme;

- Increasing standard temporary accommodation by a net 361 units;
- Generating £3.1 million in additional benefits via our Financial Inclusion managers;
- Obtaining CSE re-accreditation;
- Collecting 99.9% of rent due;
- Delivering 131 estate-based cohesion projects against a target of 65 and awarding 128 community grants totalling £257k across 13 areas;
- Completing 6 MMC homes to Passive House Standard;
- Generating £6,587,771 in measurable impact through social value in NIHE contracts over the last 3.5 years;
- Delivering a reduction in carbon emissions of 6,780 tonnes through our landlord role; and
- Reducing the backlog of Jobs not financially complete by 3,233.

There were nine KPIs, PIs and (sub) Objectives assessed as Amber at year end:

- **AM PI 4.8.4:** Start 103 Major Adaptations to NIHE stock for people with disabilities (subject to budget);
- **AM KPI 3.4.1:** Carry out 24,573 improvements to Housing Executive dwellings;
- **AM PI 3.8.1:** Implement Year 5 of the Tower Blocks Action Plan to include the clearance of 5 blocks and commence demolition of 4 blocks;
- **HSPI 5.2.5:** Maintain or improve tenant satisfaction with repairs at 71% or above (CTOS);
- **HSPI 5.2.3:** Improve tenant satisfaction with overall service at 79% or above (CTOS);
- **HS PI 5.4.4:** Reduce tenantable void loss (TVL) from 1.3% to 1.21% by March 2025;
- **AM O 2.5.2:** Develop and submit a Business Case to DfC for a further proposal to expand the MMC Programme or another form of new build social housing;
- **CS O 6.5.3:** Deliver Year 2 including developing proposals to consolidate offices in Derry/Londonderry and South Area Office accommodation; and

- **RS O 1.8.1:** Working in partnership commence the redevelopment of two existing sites to ensure the availability of culturally sensitive accommodation for Irish Travellers by 2024/25.

There were six KPIs/PIs/SOs that did not fully meet their annual objective and therefore have been assessed as 'Red' at the end of the year. These are:

- **AM KPI 2.3.1:** Complete 289 external thermal improvements (subject to budget);
- **AM KPI 2.4.1:** Complete delivery of phase 2 and complete whole programme (300 units) by end of 2024/25;
- **HS KPI 4.4.1:** End the use of bed and breakfast and hotel accommodation (excluding self-contained units) as temporary housing for children for more than two weeks;
- **CS KPI 6.3.1:** Develop and implement a high-level Health and Wellbeing plan, in order to reduce staff absence to be no more than 5.5% at year-end;
- **RS O 1.3.3:** Following completion of the House Condition Survey fieldwork publish a preliminary report of Northern Ireland's dwelling stock and tenure; and
- **HS PI 5.2.1:** Remain a top quartile performing Landlord as benchmarked by Housemark measured as 80% of 26 areas in Quartile 1 & 2.

There were also four PIs and (sub) Objectives where it was not deemed appropriate to assess using RAG at year-end. This occurred when the achievement of the objective was subject to external factors beyond the Housing Executive's control (E.g. lack of funding, delays in obtaining external approvals). The full rationale behind these decisions is detailed in the accompanying report. The four PIs and (sub) Objectives not assessed using RAG are:

- **RS PI 4.6.1:** Supporting People - 1% increase (from the baseline) in numbers new of clients supported (subject to funding);
- **AM O 1.3.2:** Conclude the Stock Condition Survey within 2024/25 (subject to DfC Business Case approval) to inform future investment needs;
- **AM O 4.10.2:** Implement Year 1 of the high-rise Sprinkler Programme; and
- **HS PI 5.2.4:** Improve our customer satisfaction with the quality of their home at 81% (CTOS).

Further details relating to our performance are included in the relevant sections of this report. Further to this, the report will set out the reasons any KPIs, PIs or SOs were not fully achieved.

Landlord Services

Landlord Services comprises of the Housing Services and Asset Management Directorates in addition to the management of our internal Housing Executive Direct (previously DLO) repairs and maintenance team.

The landlord's primary responsibilities include the management and delivery of our housing stock investment programme, housing allocations, tenancy and void management, rent collection and arrears management, and fostering safe communities for tenants. The Housing Services Directorate also delivers a number of functions on behalf of Strategic Housing Authority including homelessness and waiting list management services (referred to as Commissioned Services). These services are fully costed and charged to Strategic Housing Authority and are thus reported against in Strategic Housing Authority section of this update.

Landlord Services operates on a largely self-financing basis with the majority of its available funding generated from property rental income, supplemented by government grant for specific initiatives only.

In instances where income generated is not fully expended within an individual financial year, unspent funds can be retained within a Rental Income Reserve for stock investment use in subsequent years.

Landlord Services - Financial Challenges

The financial capacity of Landlord Services is highly reliant on rental income generated from properties. However, in 2024/25, weekly domestic property rent charges remain amongst the lowest within the UK social housing sector at an average of £79.89 per week.

Detailed analysis clearly indicates that the present level of rental income is insufficient to fund the landlord's investment requirement. This includes the backlog of outstanding works which has built up primarily due to under investment, alongside the required forward programme of maintenance and improvement works during the next 10 plus years. This investment is necessary to ensure our housing stock remains fit for purpose to sustain the health and wellbeing of tenants and protect them from the impacts of climate change through a comprehensive programme of thermal improvement works.

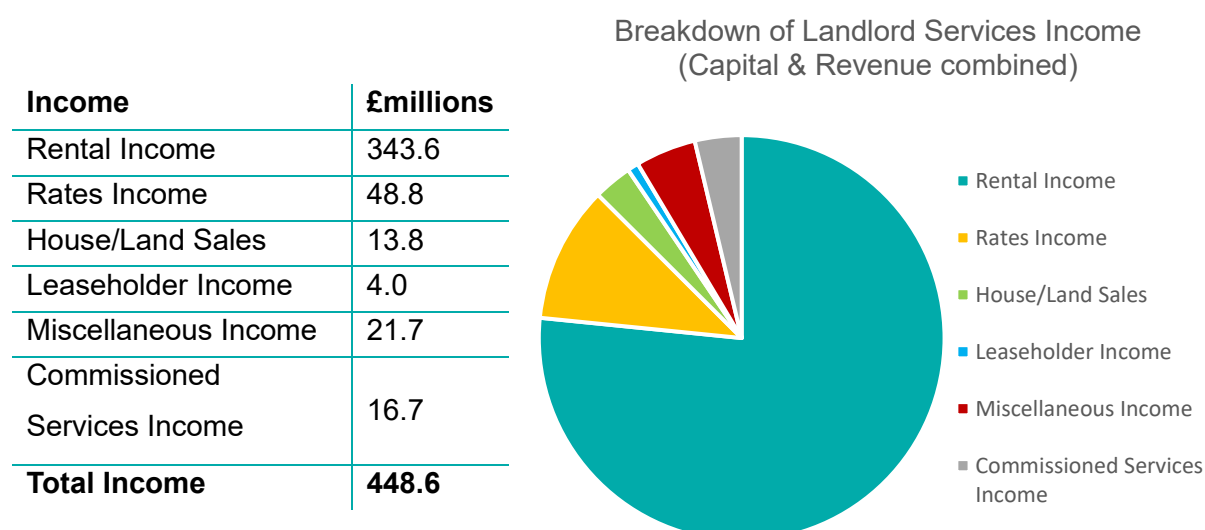
The Housing Executive Revitalisation Programme was established in 2021 to consider and assess a range of options to ensure the medium to longer term sustainability of our property portfolio to provide good quality and affordable social homes for current tenants and future

generations. The focus of the initial stage of the Housing Executive Revitalisation Programme was to produce recommendations to address present funding challenges relating to investment in our stock. Key considerations include obtaining assurance on the future rental income profile and the ability of NIHE to access public borrowing. Options for this continue to be progressed by NIHE and DfC officials.

Income & Funding Received

Landlord Services is largely financed via property rental income, supplemented by DfC funding for specific initiatives, and house/land sale receipts.

A breakdown of income self-generated by Landlord Services during 2024/25 is provided below.



*See Note 3 in Part 2 of Accounts. Figures may be subject to rounding.

Key points to note are as follows:

- **Rental income** – Domestic property rents were increased by 7.7% in 2024/25.
- **Rates Income** – Landlord Services is required to collect rates on its properties on behalf of Land & Property Services. A sum equivalent to 10% of the total rates charge is retained by the Housing Executive to fund associated administration costs.

- **House/Land Sales** - Total receipts reflect the sale of 212 domestic properties in 2024/25 (360 sales in 2023/24). Note, the Housing Executive is not permitted to retain these receipts. Rather these receipts must be automatically returned to DfC for funding re-prioritisation.
- **Commissioned Service Income** – This relates to services provided by Landlord Services on behalf of the Strategic Housing Authority, the cost of which is recharged to the Strategic Housing Authority.

In addition to the above, DfC Grant funding (£7.6m) and European Regional Development Fund (ERDF) Grant funding (£3.4m) was received for:

- ERDF Thermal improvement works (£3.4m), for work which was completed in 2023/24.
- General stock investment activities including storm damage repairs (£7.2m).
- Funding provided for specific Landlord Schemes including areas at risk, Landlord Together Building a United Community (T:BUC) and research project (£0.4m).

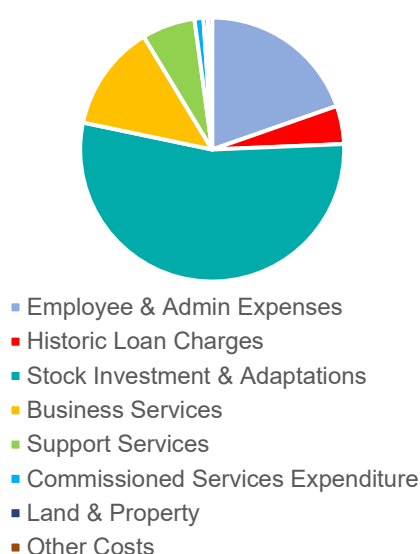
Expenditure Programme

In addition to servicing day-to-day business running costs, Landlord Services delivers an extensive programme of investment in its property stock in order to maintain it to modern day housing standards.

Expenditure	£millions
Employee & Admin	91.1
Historic Loan Charges	21.7
Stock Investment & Adaptations	250.1
Business Services	60.5
Support Services	30.2
Commissioned Services	5.1
Land & Property	2.5
Other Costs	2.4
Total Expenditure	463.7

* See Note 3 in Part 2 of Accounts. Figures may be subject to rounding.

Breakdown of Landlord Services Expenditure (Capital & Revenue combined)



Key points to note are as follows:

- **Stock Investment & Adaptations** – Approximately £250m of expenditure was directed towards stock investment activities, including planned, cyclical and response maintenance activities.
- **Historic Loans** - Annual costs associated with the repayment of historic loans continue to decrease year-on-year. As at the end of 2024/25 financial year the amount of outstanding loan principle was circa £97m.
- **Business Services** - This includes the payment of property rates charged on Housing Executive properties to Land & Property Services (circa £45m).

As at the end of the 2024/25 financial year, the Landlord Services Rental Income Reserve balance was circa £265m, representing a decrease of circa £18m from the previous year. This balance will be used to part fund future stock investment requirements in the short-term but importantly remains insufficient to address the medium to longer term stock investment challenge.

Housing Services

We are the largest social landlord in Northern Ireland and one of the largest in the UK with approximately 83,000 properties. During the year, we made 6,054 housing allocations to applicants within the social sector in Northern Ireland; 3,205 were allocated by Housing Associations and 2,849 were allocated by the Housing Executive. In addition to this, we manage approximately 6,170 leasehold properties including the administration and delivery of a range of works and services where our leasehold properties are located.

Housing Services KPI Performance for 2024/25 is shown below:

Total KPIs/PIs/SOs	Green	Amber	Red	Monitoring	Not assessed using RAG
25	18	3	2	1	1

Tenancy Support and Sustainment Strategy

Going beyond the provision of bricks and mortar, the Housing Executive continues to offer support, advice, and access to resources and services that help tenants to maintain a lasting home, which in-turn creates a secure foundation for achieving happiness and wellbeing. Achieving housing stability and building tenancy resilience in the face of potential issues such as financial hardship, health problems, or other crises, benefits the quality of life and life chances of our tenants and their children/families. Additionally it helps to prevent homelessness and repeat homelessness. In 2024/25, we are pleased to have maintained a tenancy sustainment rate (new tenancies lasting longer than one year) of 91%, compared to a target of 86%.

During 2024/25, the level of investment, excluding the Sustaining Tenancies Grant Funding Programme (see below), in various tenancy support and sustainment projects and activities was £590k. Priority areas of work continued to be: ensuring ongoing availability of Tenancy Starter Packs for Housing Executive tenants; implementation of a Hoarding Support Service alongside an internal policy for staff; and delivery of comprehensive Mental Health training for frontline Housing Services staff. A number of related contracts are currently in the procurement process and are due to be awarded in the first quarter of 2025/26.

In 2024/25 we prepared and consulted on “Tenancies that Thrive: Landlord Tenancy Support & Sustainment Strategy 2025-2030”, which is due to be officially launched in June 2025. The accompanying Year 1 Action Plan outlines details of ongoing and upcoming projects and

service developments, and will be published on our website. In this financial year, the planned level of investment to deliver the strategy/action plan (excluding the Sustaining Tenancies Grant Funding Programme – see below) will rise to £1million.

Sustaining Tenancies Grant Funding Programme

The aim of the Sustaining Tenancies Funding Programme is to support the sustainability and resilience of Housing Executive tenancies, and to contribute to the comfort and well-being of our tenants – particularly those who are vulnerable and at greater risk of tenancy crisis or breakdown.

The second tranche of funding in the Sustaining Tenancies Grant Funding Programme 2023-2025 was awarded in November 2024. Ten projects were awarded a total of £782K to provide our tenants with early tenancy support, practical support in the home for older tenants, help to manage a tenancy and look after a home and support for acute mental health issues.

Monitoring of the progress of the sixteen projects that were awarded funding under the first tranche of funding in January 2024 has also been ongoing throughout 2024/25. These projects have supported more than 900 tenants in their first year of delivery and all have reported a range of positive outcomes for tenants including: improved health and wellbeing, greater involvement in their communities, ability to manage their tenancies, looking after their homes and helping to alleviate the impacts of the Cost of Living crisis. In addition, more than four tonnes of high-quality furniture has been diverted from going to landfill, instead being upcycled to help tenants furnish their homes.

During 2025/26, approximately £1.1million will be awarded through the final tranche of the 2023-2025 Programme and a business case for a renewed programme will be developed. Monitoring of the progress of the 25 ongoing projects funded through the 2023-2025 Programme will also continue throughout 2025/26.

Tenancy Fraud

Housing Executive frontline teams, supported by their colleagues in the specialist Tenancy Fraud Unit, continued to record and investigate all allegations of tenancy fraud throughout 2024/25. Reporting levels remained constant in comparison with previous years and we recovered 169 properties (an average of 14 property recoveries per month), which we then made available to those on the waiting list in genuine need for housing.

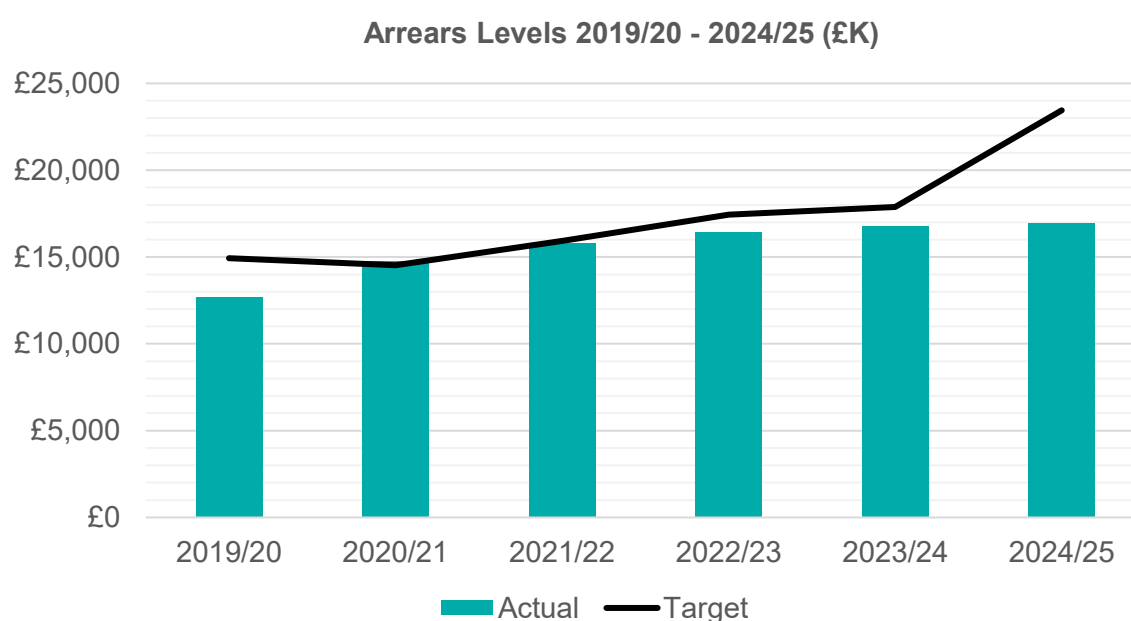
The organisation's focus in the past year turned towards the statutory framework around tenancy fraud investigation. The Housing Executive has been working with DfC to draft a new Administrative and Financial Provisions Bill, a piece of legislation empowering the Housing Executive to carry out complex fraud investigations on behalf of housing associations. The next goal will be to draft a Prevention of Social Housing Fraud Act which, will make subletting a criminal offence and will improve our ability to obtain information in evidence and to recoup criminal gain from tenancy fraud.

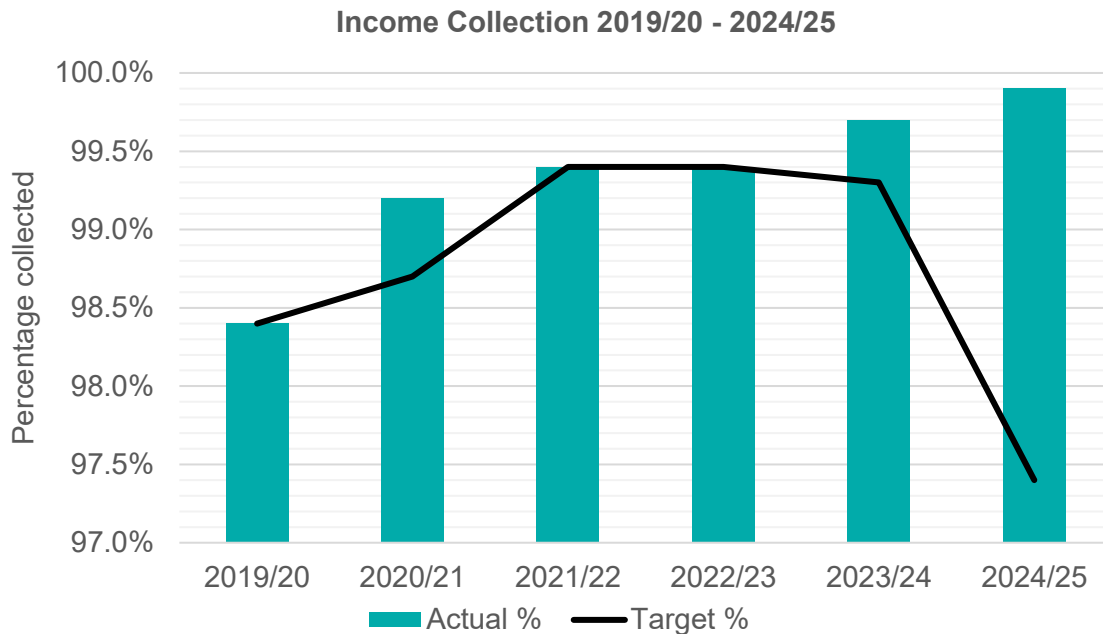
During 2024/25 there were:

- 752 new cases of suspected tenancy fraud across all areas (compared to 751 new cases in 2023/24). Of these, 62 were initially identified by local offices and referred to the Tenancy Fraud Unit for investigation; and
- 169 properties subject to tenancy fraud were recovered (compared to 212 in 2023/24). Of these, 48 were recovered following investigation by the Tenancy Fraud Unit.

Income Collection, Leasehold and Commercial Property, and Universal Credit.

Our target for income collection was to collect 97.4% of rent due (HSPI 5.4.1). Our target for gross current arrears was not to exceed a total of £23,449k (HSPI 5.4.2). As indicated in the tables below both these targets were exceeded positively.





As can be noted from the tables above, the actual Income Collection was higher than anticipated, while the arrears levels did not reach the expected higher levels throughout the 2024/25 year.

In setting targets for the 2024/25 financial year, the factors considered were the planned Move to UC process (which migrates tenants in receipt of Housing Benefit on to Universal Credit), and the impact of nil-entitlement for those in receipt of Universal Credit (UC) to the rent charge for Week 53. Technical arrears associated with these benefit claimants did not impact income collection as was anticipated due to a reduced rollout programme.

The 99.99% income collection achieved throughout the year resulted in an increase of gross current arrears of £156K, which was a smaller increase than originally forecast. This good performance has demonstrated our staff commitment to attempt to improve our tenants' financial wellbeing by providing appropriate advice and assistance on household budgeting and benefit entitlement. In addition, we continued to implement appropriate arrears recovery methods to address non-payment.

The performance achieved was done so against the backdrop of the highest number of tenants to date moving to UC throughout the year, with an increase of 7,231 receiving housing cost payment.

The resources committed to establishing a Move to UC team within the Welfare Benefits Unit, centrally has contributed to the high volumes of payments being made to the tenant's rent accounts.

Leasehold Unit and Commercial Properties

During 2024/25 we continued to carry out works and services to approximately 6,170 leasehold properties. The estimated yearly charges applied to the General Service Charge accounts for the 2024/25 year totalled £2.6M, with a further £1.4M of planned scheme costs billed for payment. General Service Charge arrears decreased by £61K, with Planned Scheme Works arrears increasing by £401.4k.

In advance of Planned Scheme works being carried out at the blocks where sold flats (leaseholders) are situated, 734 leasehold flats were advised of details of works to be carried out and the estimated costs for payment when works were completed.

The Leasehold Reacquisition Policy was introduced to provide options for leasehold owners when there were high value works to be carried out. During the 2024/25 year there were 19 flats reacquired with vacant possession.

Throughout the year the Leasehold Unit also provided pre-sale conveyancing information and completed the necessary tasks to 305 leasehold properties, where resales or change of ownership took place. To support the House Sales applications for flats, 67 estimated service charges were prepared for inclusion with the offers.

Also during the 2024/25 year, the Commercial properties portfolio had a net collectable rental income of £1.9m. Commercial rental abatements, supporting 49 community organisations, was estimated to be £130K. Gross current arrears at year end were £70.8K, a reduction of £53.2K from the previous year. Former Arrears increased by £25K. At year-end there was an increase of four void commercial units, bringing the current total to 55 properties unoccupied.

Financial inclusion and 'Making Your Money Work'

The Financial Inclusion Strategy year two action plan was approved by the Housing Executive Board in June 2024. The action plan builds on the success of the year one plan of the 2023-2028 strategy and aims to embed financial inclusion into as many customer-focused services as possible, in order to promote financial resilience and achieve long and happy housing tenure, appropriate to the needs of the individual.

During 2024/25, through delivery of our 'Making Your Money Work' and Financial Inclusion services, we continued to:

- Provide advice and assistance with household budgets and benefits entitlement, through use of the Benefit and Budgeting calculator - frontline staff carried out over 200 benefit calculations;
- Make referrals to independent specialist debt advice for tenants with significant or complex debt problems - over 200 tenants were referred to Advice NI by frontline staff;
- Make referrals for floating support services for tenants with perceived vulnerabilities - 160 tenants were referred for extra help; and
- Signpost to other forms of practical advice and support, for example DfC's Make the Call service and other charitable organisations.

Referrals to the Landlord Services Financial Inclusion team remained high throughout 2024/25; the Financial Inclusion Managers dealt with over 3,600 cases. The Financial Inclusion Managers have helped customers in a variety of ways, including through advice and assistance; advocacy and liaison work with benefits agencies; referrals; and engaging with tenants at risk of court action and/or eviction due to arrears.

Concurrently, the Deputy Financial Inclusion Managers provided support with Move to UC for both tenants and staff. The team dealt with over 1,500 Move to UC cases and assisted with complex benefit questions, Rate Rebate applications for vulnerable tenants, and troubleshooting Employment and Support Allowance cases.

Through their income maximisation work, the Financial Inclusion Team generated an additional £3.1 million in annual benefit entitlement for tenants during 2024/25 - an increase of £900,000 on the prior year. Of this, over £560,000 is evident as extra housing cost entitlement in tenant rent accounts. Financial inclusion interventions delivered by both the Financial Inclusion team and frontline staff also had a positive impact on the rent account of nearly 2,400 tenants who saw a reduction in their rent arrears. During the year there were many 'good news stories', three of which are highlighted below:

- The Belfast Financial Inclusion Manager received a referral for a tenant with a large rent arrear whose mental health had prevented the tenant successfully navigating the Move to UC. The Financial Inclusion Manager helped the tenant to access a back payment of Housing Benefit which cleared the rent arrear, and to apply for Universal Credit, which increased the tenant's income by £14,340.48 per year.

- Our North Region Deputy Financial Inclusion Manager assisted a pension aged couple with health problems who were struggling to pay their rent each week. The Deputy assisted the couple to apply for Attendance Allowance and this was awarded at the high rate. As a result, the couple are now entitled to Housing Benefit which covers their full rent and rates and are better off by £13,500 per year.
- The Northwest Financial Inclusion Manager assisted a tenant as part of the Housing Executive's specialist response to the Move to UC processes. The tenant wanted to check they had filled out their UC application correctly and when checking the claim, the Financial Inclusion Manager discovered an error with their previous benefit entitlement. The Financial Inclusion Manager liaised directly with the Employment and Support Allowance Manager who was able to expedite the checks needed to backdate an award of Severe Disability Premium which had been missing from the tenants previous benefit claim. As a result, the tenant received a one-off backdated payment of £28,850 and had £3,600 per year added to their Universal Credit income.

Customer Service Excellence

Through our Continuous Tenant Omnibus Survey, we measure tenant satisfaction annually, across a range of key metrics, including overall satisfaction with the overall service provided by the Housing Executive, tenant satisfaction with repairs and tenant satisfaction with the general condition of their property.

We missed our challenging target of ensuring 79% of our tenants are satisfied with the overall service they receive, achieving 72% (HS PI 5.2.3) which resulted in the PI being assessed as Amber at year end. This represents a drop in performance from 78% in 2023/24. We also missed the target of ensuring 71% of our tenants are satisfied with repairs, achieving 65% (HS PI 5.2.5), which represents a drop in performance from 69% in 2023/24. Due to this the PI was assessed as Amber at year end.

Prior to 2024 our Continuous Tenant Omnibus Survey asked tenants about their satisfaction with the quality of their home. We planned to once again ask this question (HS PI 5.2.4) in 2024/25, but Housing Services made the decision to remove this question. Due to this, the PI was not assessed using a RAG rating. A new question was added to the Continuous Tenant Omnibus Survey, regarding satisfaction with the general condition of the property, as

more value could be obtained from this. The 2024/25 result of 77% cannot be compared with figures from previous years but this result also fell under our performance target of 81%.

Ongoing challenges experienced in some key operational areas are likely to be contributing to these reduced satisfaction results, including contractor backlogs, contract challenges and resourcing issues. The CTOS contractor provided feedback reporting a general apathy and unhappiness among respondents across a number of public surveys they are involved in. Housemark analysis data also reports a 15% decrease in overall satisfaction from 2018/19 to 2023/24.

Whilst our performance is below target and lower than the 2023/24 year end figure, there has been an increase in the 2024/25 year end figure from the first quarter of the year. Work is underway across the organisation to monitor and address issues to improve satisfaction.

Customer Service Excellence (CSE) accreditation is an acclaimed independent UK national standard of excellence in service delivery. In 2024 Housing Services was assessed as fully complaint across the 57 rigorous criteria and achieved “Compliance Plus” (best practice standard) in 29 of these 57 criteria. This is an organisational best performance building on our result of 25 compliance plus elements in 2023.

Our performance in relation to four criteria was upgraded from compliance to compliance plus. Areas of work that contributed to this result included staff commitment to making life better for our tenants, improvements to the provision of information and benchmarking activity.

The assessor commented that this result is a “remarkable achievement” and again reiterated the view that we provided “without a doubt one of the most customer focused services in Northern Ireland”. This reflects our ongoing commitment to put the customer at the heart of everything we do.

Grounds Maintenance

In 2024/25 the Grounds Maintenance team successfully awarded the new Grounds Maintenance and Tree Surgery contracts, which commenced on 1 May 2024, and they included an upgrade to NEC4^[1] contracts, introduction of M3 SOR's^[2], revised KPI

^[1] New Engineering Contracts (NEC) are a family of standard contracts, designed to successfully manage any project from start to finish. The contracts are clear, straightforward and easily understood, and aim to prevent costly disputes. NEC contracts are endorsed by both governments and industry bodies, and have a history of helping to deliver large-scale projects.

^[2] M3 SOR is a ‘schedule of rates’, designed for use by any operative, supervisor, surveyor or manager. It covers responsive and void repairs and renewals to social housing and contains both composite and elemental descriptions which are fully priced and compatible with all leading repairs ordering systems.

framework and new sustainability elements. The contracts were awarded for two years with the potential to extend by up to a further two years.

We also procured, configured, and implemented a new IT system to service the new Grounds Contracts from commencement of the contracts; with the roll-out of real time working on handheld devices in progress and due to be implemented by May 2025.

The Grounds Managers were limiting spend on new schemes. during Year 1 due to the implementation of the new M3 SOR's. Due to the seasonal nature of the works, they will have a better understanding of their spend limits for new schemes for Year 2 following a complete annual cycle of works.

During the year, the team ensured 4,871 trees and whips were planted across our green spaces. In the future, we plan to develop a Nature Positive Strategy and adopt further nature positive elements into any new Contracts.

Estate Services

We continued to work with a range of partners and stakeholders on Response, Grounds and Planned Maintenance issues.

Throughout 2024/25 the Estates Services Team have continued to feed into the Damp and Mould Action Plan, with continued engagement with the Assurance Group and Project Board. We have continued to utilise the Damp, Mould and Condensation dashboard to build, collate and analyse data to make key decisions. The new Complaints system was implemented in March 2025 with a drop down for Damp and Mould cases to ensure we can effectively identify and review cases and consider potential improvements to current practice where needed. We completed Phase 1 and 2 of our Communication Campaign. We also completed a successful pilot of the Touchless Infection Control system, and a wider pilot is now being proposed with the potential inclusion of other industry products over a longer period of time.

The Business case for the Project Team was approved in March 2025 and procurement exercises have been initiated to set up the full Project Team with a dedicated Damp and Mould Technical Lead to provide a specialist skillset to support the implementation of the Damp and Mould Action Plan.

Great progress has been made towards delivering the Damp and Mould Action plan, and the corresponding KPI (HSKPI 4.10.3) was achieved. Seven High priority actions were completed, with nine in progress by April 2025 (with the majority over 50% complete). All

medium and low actions were also in progress at the end of 2024/25. With a fully resourced project team in place, we will be able to exploit this momentum to achieve full and effective delivery of the Damp and Mould Action Plan.

Fundamental Review of Social Housing Allocations (FRA)

During the year, the FRA Implementation Project successfully delivered the second group of changes and completed Stage 2. New and revised Housing Selection Scheme Rules took effect on 2 September 2024 in relation to Proposals 12 & 14 (for difficult-to-let properties social landlords are now able to make multiple offers directly and to as many applicants as they think necessary) and Proposals 17 & 18 (social landlords may now withhold consent for policy successions and policy assignments to general needs and wheelchair/adapted accommodation where there is evidence an applicant needs it).

The second group of changes also saw the implementation of Proposal 6 in relation to the greater use of the mutual exchange service. Promotional activities were delivered, including a social media campaign, a maildrop to over 11,000 Housing Executive and Housing Association Tenants with Applications for Transfers and a mutual exchange consent refresh exercise.

The 2024/25 year also saw the prioritisation and completion of work in relation to Proposal 7 (Intimidation points). This work was successfully completed ahead of schedule and informed the Minister's decision to remove Rule 23 (Intimidation points) from the Scheme. The independent research report, which had been commissioned under the Project to investigate the provision for victims of violence and those at risk/under threat of intimidation/violence, including victims of domestic abuse, within Scheme was finalised and published on the Housing Executive website. An options appraisal was completed by the Project team and considered by the Housing Executive Board and the preferred approach recommended to the Minister. The Minister announced his decision to remove Intimidation points in January 2025, and the revised Rules received ministerial approval and came into effect on 1 April 2025. The Minister has asked that a review of the Primary Social Needs (PSNs) criteria is carried out to consider how the Scheme gives appropriate recognition to victims of violence, abuse and trauma. This work is underway by the FRA project team and the findings and recommendations of the review will be submitted to the Minister prior to implementation.

The Project is currently in Stage 3 with work progressing on the remaining Proposals for Change. Implementation of Proposal 19 (aligning the Housing Selection Scheme Rules with Public Protection Arrangements for Northern Ireland (PPANI)) is scheduled for completion by the end of October 2025. The planned reassessment exercise for Full Duty Applicants

(FDAs), which had been on hold, will not proceed following a decision by the Minister on the implementation approach on Proposal 8 (Points should reflect current circumstances and ending the 'No Detriment' policy for FDAs).

The remaining Proposals will be implemented in the final delivery Stage 4 of the Project, which is currently estimated to be September 2026. A Business Case Addendum to reflect the extended Project timeline, the changes to project scope and associated costs has been prepared for DfC approval. Subject to approval of the Business Case Addendum, the Project Plan will be amended to reflect the escalation and prioritisation of work on Proposal 7 (the removal of Rule 23 and Intimidation Points by 31st March 2025); the Minister's decision on Proposal 8 and the planned reassessment exercise; as well as the inclusion of an additional work strand in relation to the review and implementation of changes to Primary Social Needs criteria.

Our Communication and Stakeholder Engagement Strategy remains in place, with the Project maintaining close collaboration with its Stakeholder Advisory Group (SAG), as well as Housing Associations to ensure the best possible results for customers and social housing landlords.

The FRA Project team continues to work with our IT team and external IT supplier on the configuration, development and testing of a new Housing Allocations module which will deliver the FRA changes in relation to the housing needs assessment, waiting list management, matching, offers and allocations processes and will also provide a new online customer Portal and digital application process.

Delivery of changes to the Scheme is a Strategic Housing Authority function and subject to grant funding. The Project has been required to work 'at risk', in the absence of funding allocation for the 2024/25 financial year.

While some milestones were not fully met at year end, work on these activities was substantially advanced and the overall High-level Strategic Objective (HSO 4.9.1) for 2024/25 was achieved. With 10 of the 20 Proposals for Change now implemented, the Project is currently on target to deliver the remaining changes which will build on the strengths of the current allocations scheme, to enable it to work better for people in need.

Further details on the FRA Proposals for Change and the Project Timeline can be found on the Housing Executive website.

Benchmarking

Each year the Housing Services directorate carries out a benchmarking exercise of its costs and performance across a range of core housing activities. This allows us to test and ensure that service levels remain consistently high and, where appropriate, consider how we can improve and maintain performance. The main aim is to ensure that we are providing the best possible service to customers and to highlight any areas for improvement.

This annual benchmarking exercise compares the Housing Executive to similar large scale social housing landlords (with a minimum stock of 20,000 properties) from across the UK, and measures our service in relation to 26 Key Performance Indicators (KPIs) across six main activities:

- Rent Arrears and Collection;
- Repairs Service Provision;
- Void Works and Lettings;
- Tenancy Management;
- Anti-Social Behaviour (ASB); and
- Customer Satisfaction.

The 2023/24 benchmarking exercise concluded in January 2025 and introduced five additional performance measures across two further activities: Customer Experience and Maintenance Performance. These performance measures were included to highlight areas of good practice and benchmark performance in areas of key priorities, such as damp and mould.

Similarly to previous years, for the purposes of benchmarking with Housemark's data we have used figures from the previous financial year, 2023/24. Overall, the results showed that performance remained relatively stable with 20 out of the 26 KPIs remaining in the same quartile as the preceding year. Performance in a few areas dipped, however, this can be attributed to wider economic factors, including the ongoing cost of living crisis, rising material costs, and supply chain issues. It should be noted that

Comparing performance across the 26 KPIs, the Housing Executive ranked in the first and second quartile for 17 out of 26 areas (65%). As a result, 'HSPI 5.2.1 - Remain a top quartile performing Landlord as benchmarked by Housemark' (measured as 80% of 26 areas in quartile 1) was not achieved, and was assessed as Red at year end. However, performance comparisons showed that we ranked in the top 25% for 10 of these KPIs (38.4%), and above average for a further 7 KPIs (27%).

During 2023/24, 99.66% of rent was collected surpassing the organisational target of 99.3% and positioning the Housing Executive in the 2nd quartile when benchmarked against peers. Whilst the roll out of Universal Credit continued to create significant challenges for rent collection, several initiatives including the enhancement of the Financial Inclusion Team continued to drive results in relation to income collection and arrears.

Repairs service provision experienced challenges during 2023/24, which subsequently impacted cost and performance. Comparable issues were experienced across the housing sector, with UK social landlords reporting similar challenges.

Tenants continued to report high levels of satisfaction with the overall service, their homes and their neighbourhoods, and NIHE remained in the top quartile for each of these areas. This is reflected in tenancy turnover which continued to decrease.

Performance comparison showed that our relet times were the lowest when compared with peers, and the Housing Executive ranked 1st against comparative organisations. This minimised loss of associated rental income and demonstrates that we made best use of the housing stock that we own and manage.

2023/24 was the first year NIHE benchmarked performance in relation to Customer Experience, which measures telephony service performance relating to call waiting times and the number of calls answered. When benchmarked against comparative organisations we significantly out-performed peers and ranked 1st in both areas.

Performance in relation to Damp, Mould and Condensation cases was also included in the annual benchmarking exercise for the first time in 2023/24. When benchmarked against peers, the Housing Executive ranked in the 2nd quartile for the number of live damp and mould cases, and the average time taken to resolve reported issues. Performance comparisons in relation to the number of recurring damp and mould cases showed that NIHE ranked in the 3rd quartile.

An Internal Task and Finish Group has been established along with a dedicated team to address damp and mould cases across the organisation.

Relets and Voids

The Housing Executive aims to repair and re-let properties as promptly as possible when they become vacant to maximise rental income and to allocate properties to those in need on the waiting list.

In 2024/25 our relet time (HS PI 5.4.3) was an average of 30 days, which represents a marginal increase from 29 days in 2023/24. Despite this, performance remained in target of 30 days.

In March 2025, our tenantable void loss reduced to 1.24% from 1.30% in 2023/24. This was marginally outside the target of 1.21% in the corresponding PI (HSPI 5.4.4) and was therefore assessed as amber.

Communities

In addition to our core functions as a landlord, such as allocating homes, collecting rent and maintaining properties, we invest heavily in the communities we serve, helping to create vibrant, safe and sustainable communities. We aim to achieve this through the work of our Community Safety, Community Involvement, Community Cohesion and Social Enterprise teams.

Community Safety

We officially launched our new Community Safety Strategy, Building Safer Communities Together 2025-2030, in March 2025 after extensive stakeholder consultation. The consultation included online social media campaigns; in-person events with the Central Housing Forum (CHF), Disability Forum, Rural Forum and Youth Forum).

In 2024/25 we received reports of 85 racially motivated hate incidents. Throughout the year we worked in partnership with Department of Justice (DOJ), Police Service Northern Ireland (PSNI) and other statutory partners to promote and support race relations for our tenants and customers (HSO 4.11.4). Through records on race hate incidents we were able to identify priority areas to assist with the provision of Race Relations funding.

We continue to work with other agencies, groups and tenants to deal with anti-social behaviour. During the year this included collaboration with statutory partners at Policing and Community Safety Partnerships (PCSPs) and other inter-agency forums to help make communities safer and to ensure that the voices of local people are heard on policing and community safety issues.

We responded to 1,501 reports of alleged anti-social behaviour. We used an incremental and proportionate approach in responding to reports of anti-social behaviour and the majority of reports are resolved using interventions such as warning letters and follow-up visits by

local office staff. Where appropriate, we used legal powers to end unacceptable behaviour and during 2024/25 two properties were returned to us following action.

During 2024/25, our procured mediation service provider worked on 35 neighbour disputes. With funding from the Housing Executive our community based restorative partners, Northern Ireland Alternatives (NIA) and Community Restorative Justice Ireland (CRJI), provided mediation and community support in 745 cases of neighbour disputes. Based on a model of restorative justice, these Mediation and Community Support (MACS) projects continued addressing the problems of low-level crime and anti-social behaviour by attempting to fix the broken relationships between victim, offender and the community. NIA undertakes their programmes in various areas of Belfast, North Down and Ards, Mid Ulster and Portadown, while CRJI deliver in West Belfast, South and East Belfast, and North Belfast.

On an annual basis, funding is made available from the Community Safety budget to a range of community-based groups and (PCSPs) to enable the development of local solutions to address anti-social behaviour in Housing Executive estates. In 2024/25 just over £600K was awarded to a range of voluntary and community groups to partner with councils to address community safety issues in our estates.

In 2025/26 we hope to build on the achievements and implement Year 1 of the Strategy Annual Plan.

Social Enterprise

Alongside the Social Enterprise Plus Strategy 2020 – 2024, the Housing Executive invested in a wide range of social enterprises within Housing Executive communities with a clear objective to boost the socio-economic circumstances of residents. The strategy endeavoured to create opportunities for employment, volunteering, work experience and training for marginalised groups and individuals who would not be engaged via traditional educational and work experience routes.

The Year 4 Action Plan was implemented, and investment awards totalling circa £150k were made. Work is ongoing with the successful applicants to ensure that that the funds have maximum economic impact within the local community. The Social Enterprise Team continue to assist in the provision of mentoring, advice and guidance. The Social Enterprise Team organised a range of best practice visits, providing opportunities for social enterprises to

view other enterprises operating throughout NI and see how these could be replicated elsewhere.

The team continue to work to help promote opportunities for Voluntary Community and Social Enterprise (VCSE) organisations within our communities to benefit from Social Value opportunities within Housing Executive contracts.

One key priority of the Social Enterprise Plus Strategy 2020 – 2024 was the priority to invest in social enterprises that had a commitment in delivering initiatives around climate change, environmental impacts etc contributing to the delivery of the Sustainable Development Strategy (HSO 4.11.5).

During the lifetime of this Strategy we invested in a range of social enterprises that had a clear focus on the climate agenda. We were keen to work with social enterprises that had a plan to reduce energy use / improve energy efficiency and improvements to biodiversity. Some of these social enterprises included:

- External environmental and ground maintenance social enterprises;
- A Hydroponics initiative, using the science of growing plants without using soil, by feeding them on mineral nutrient salts dissolved in water;
- A scheme that brought old bicycles back into use as part of an affordable transport initiative thus diverting from landfill;
- A social enterprise with a focus on supportive learning environment and a placement for young people, developing employability skills whilst focusing on the horticultural and conservational efforts; and
- We invested in a number of social enterprises interested in the circular economy including upcycling of furniture, repair cafes and once which created a 'Library of things' where residents could borrow a range of tools.

The Social Enterprise Team are represented on the Central Housing Forum Sustainable Development Working Group, including cross divisional representatives, which works across a broad range of climate focused initiatives across the organisation and includes a wide range of stakeholders internally that have input or actions related to our Corporate Sustainable Development Strategy and Action Plan.

During our review of the Social Enterprise Plus Strategy 2020 – 2024 an external independent review was commissioned. Looking at the financial and non-financial impacts of the strategy, the interim findings found a Social Return of Investment of £5.03 for every £1 the Housing Executive spent.

The new draft Social Investment Strategy 2025 – 2030 went out for 12 week consultation in February 2024. The current Social Enterprise Plus Strategy and Action Plan will remain in operation in the intervening period.

The new draft Social Investment Strategy has 3 objectives;

- Community Wealth Building;
- Social Value; and
- Employability & Apprenticeships

Upon completion of the consultation all responses will be given consideration, to help inform the new strategy and associated programme with investment awards opening in later 2025.

Community Cohesion

The Housing Executive invested over £1.1million into our communities through Cohesion funding during 2024/25. Our Good Relations Officers, Race Relations Office and Interface Officer work in partnership with communities to implement our new Community Involvement & Cohesion Strategy 2024-2029, producing practical and tangible actions that benefits those communities.

We successfully produced a new combined Community Involvement and Cohesion Strategy in year after a 12 week public consultation was completed, we launched the new strategy in October 2024 and successfully implemented the 2024/25 Action plan, thereby achieving all key aspects of this (sub) Objective including the following key achievements:

- We funded and administered 131 estate based good relations projects, and 32 race relations projects;
- We supported 8 projects in Greater Whitewell and a funded worker in Glenbank via the Areas at Risk Programme in North Belfast, on behalf of Department for Communities;
- We supported the development and implementation of 13 reimagining projects via a community-led approach, addressing the physical manifestations of segregation within and between our estates;
- By the end of 2024/25 we had completed work at 12 interface locations and have invested funding into our communities; and
- Delivered 28 Positive expressions of culture projects.

We successfully collaborated with statutory partners to promote and support race relations for our tenants and customers in 2024/25 (HSO 4.11.4). The Race Relations Officer (RRO) continued to work in areas of ongoing race hate incidents using information on hotspots in conjunction with Community Safety records, this included progress made with Ethnic Groups and linkages with HCNs for long term engagement. The RRO will continue to engage and collaborate with Ethnic Groups throughout 2025/26 to grow and to promote and improve race relations within our communities.

We continue to Support external stakeholders in promoting sustainable development in Housing Executive communities via Live Here, Love Here and Best Kept Awards initiatives.

Community Involvement

The Community Involvement & Cohesion Strategy 2024-2029 contributes to delivery of the Housing Executive's corporate objectives four and five:

- We will work with partners to deliver innovative housing solutions for our customers and to help reduce poverty and improve Health & Wellbeing; and
- We will engage with our customers to ensure that they are at the heart of service improvements and our business delivery model.

This provides a framework for the Housing Executive, tenants, residents and leaseholders to work together towards mutually agreed outcomes. During 2024/25 we successfully launched the new strategy at our Annual Communities Conference in October 2024. Key achievements for 2024/25 included:

- Facilitating numerous consultation events across the province for the Community Involvement and Cohesion Strategy, alongside community representatives, with our underrepresented forums and the Central Housing Forum;
- Awarding £257K Community Grants to groups across all 13 areas;
- Progressing on all our current Funding Agreements to support our hard-to-reach groups;
- Continuing to support the Central Housing Forum to challenge and lobby our services; and

- Continuing our work with the Working Groups to ensure the Housing Executive increases tenant, resident and leaseholder engagement.

In addition to this, we contributed to engaging and educating communities in terms of climate change and net zero ambitions and contributed to the delivery of the Corporate Sustainable Development Strategy (HSO 4.11.5). We supported Housing Community Network (HCN) members to participate in Energy Efficiency and Low Carbon training provided by the Housing Executive in conjunction with Regional Colleges across the province to help educate communities further.

We continue to support the Central Housing Forum (CHF) Sustainable Development Working Group, including cross divisional representatives, which works across a broad range of climate focused initiatives across the organisation and includes a wide range of stakeholders internally that have input or actions related to our Corporate Sustainable Development Strategy and Action Plan.

Tenant and Customer Engagement

The Housing Community Network (HCN) is the key forum for tenant and community engagement in Northern Ireland. It is comprised of community groups and representative tenant involvement panels in each of the Housing Executive areas of housing management. The Central Housing Forum (CHF) is situated at the top of the HCN structure. It is made up of representatives from each of the Housing Executive's 13 Areas and representation from underrepresented groups, including young people, people with disabilities, and people from rural areas. The CHF has a recognised and meaningful role in the monitoring and decision-making process of the Housing Executive and influences decisions affecting tenants and communities. The Panel scrutinises policies and procedures and acts as a quality assurance to the Housing Executive's Board. During the year the forum met with the Housing Executive's Chief Executive and Directors to discuss issues relevant to the communities they serve. Additionally, they met with the Chair, the Board and the Tenant and Customer Services Committee. They also received a range of internal and external presentations.

Throughout 2024/25 CHF and HCN continued to meet on a hybrid basis, either face-to-face or via video call (facilitated by Supporting Communities). The CHF went on a best practice visit to ABRI Housing Association in Southampton in line with continuous improvement and were able to bring back learning including but not limited to social value and net zero. The CHF presented the findings of their trip to the Chief Executive and Directors and look

forward to extending an invite to ABRI to share learning from the work of the Housing Executive and the CHF. The new Community Involvement & Cohesion Strategy 2024-2029 was successfully developed and launched in October 2024. Supporting Communities' Digital Engagement Officer continues to roll out digital capacity training within the HCN, initially to assist the CHF members when accessing the members collaboration portal.

The Rural Resident's Forum (RRF) continued to meet on a regular basis with Housing Executive staff. RRF has continued to follow their work programme and received presentations from internal and external departments. The RRF have also presented at the Committee for Agriculture, Environment and Rural Affairs about the need for rural social Housing investment and highlighted the 'barriers' papers to them. The group was also involved in the consultation on the new Community Involvement and Cohesion Strategy. Most notably the Rural Community Network in partnership with the RRF produced and circulated a guide providing information on contacts in relation to the Cost of Living crisis across each district council area.

The Disability Forum, facilitated by Disability Action Northern Ireland now meet monthly due to an increased demand in work. This included engaging with as many consultations as possible, for example the draft Corporate Plan consultation and the Community Involvement and Cohesion Strategy Consultation. Disability Forum members also met with Communities Minister Gordon Lyons to discuss lack of adapted housing and housing for people with disabilities. Members contributed to evidence presented to the Communities Committee on the Right to Housing.

The Youth Forum continued to meet on a regular basis facilitated by the Northern Ireland Youth Forum. Alongside the Community Involvement team and Supporting Communities, young people were integrated onto a range of CHF working Groups where they had expressed an interest. Youth forum members currently sit on; Welfare Reform Working Group, Fundamental Review of Allocations Working Group, Cost of Living Working Group and the Community Conference Working Group. One of the members undertook a Chartered Institute of Housing (CIH) qualification for the first time and hopes to seek employment in the Housing Sector. A youth forum member also presented at the Community Conference 2024 to over 300 people. The feedback from attendees at this conference was overwhelming in support of the work carried out by the Youth Forum.

Community Grant Funding

During 2024/25 we awarded £257K in our communities through our area-based community grants programme, focusing on projects related to environmental improvement, health and wellbeing and digital inclusion to encourage our communities to engage with us at a local level. We have continued to work with Supporting Communities to develop new community groups in under-represented areas. As a result, 22 new groups were established to date.

Apprentices

During the year the Housing Services Workforce Development team successfully managed two cohorts of the Housing Customer Support Apprentice Programme, involving 19 staff members. These Apprenticeship programmes were developed in partnership with other housing providers throughout Northern Ireland, alongside the Chartered Institute of Housing (CIH) and North West Regional College (NWRC). These programmes have consisted of regularly scheduled development events which link to the academic modules being studied to support Apprentices with their development, and knowledge base, whilst developing their network.

At present, both cohorts of Apprentices are preparing for their community placements which take place in the Summer of 2025. These placements will provide Apprentices with the opportunity to work across different community organisations and build relationships throughout our communities and with our stakeholders. Plans are underway to recruit for another cohort of Apprentices, with aim for them to start in Autumn 2025.

Graduate Trainees

Throughout 2024/25, the Housing Services Workforce Development team successfully managed three cohorts of the Housing Services Graduate Trainee Programme, involving 49 staff members. The team also managed a bespoke package of learning and placement opportunities for one cohort of Graduate Trainees, who were specifically recruited to Housing Services Central Unit.

Beyond their academic achievements, all Cohorts benefited from rotational placements across the organisation and beyond, including external placements with Housing Associations, Housing Rights and community organisations, gaining practical experience in various departments. Further Graduate Trainee development opportunities were also established in 2024, such as Masterclass sessions delivered by internal and external departments, including DfC and the Chartered Institute of Housing; 1:1 mentoring from

senior leaders; and events to introduce Graduates to Senior Leaders across all Directorates, increasing wider sectoral knowledge and supporting the academic qualifications being undertaken by the Graduates.

The Housing Services Workforce Development team continues to implement other learning and development opportunities for Housing Services staff, including a Level 5 Diploma in Leadership & Management through South Eastern Regional College. Six staff successfully completed the course in June 2024 and, in October 2024, a further seven staff embarked on the qualification, which includes opportunities to develop innovative solutions for business improvement. Plans are underway for another cohort to start the course in Autumn 2025.

The Housing Services Workforce Development team also piloted an additional learning and development programme through the Chartered Institute of Housing, a Level 5 in Housing. This course launched in September 2024 and seven Housing Services staff embarked on this qualification. Feedback on the course has been positive, and plans are underway for a further cohort to start the course in Autumn 2025.

The Housing Workforce Development team have also liaised with CIH regarding the launch of a pilot Level 3 Certificate in Providing Homelessness Services, with a Northern Ireland context. This is a practice-based qualification targeted at key frontline housing staff and provides learners with a foundation in housing services. This course launched in April 2025 and has generated high interest from staff and managers.

The Housing Services Workforce Development team has continuously promoted and encouraged professionalism in housing and, through various initiatives, play a critical role in shaping a skilled and knowledgeable workforce, capable of meeting the evolving needs of the housing sector. This was recognised at the Chartered Institute of Housing All Ireland awards, where the Housing Services Workforce Development team won the 2025 Professionalism in the Workforce Category.

Asset Management

Asset Management KPI Performance for 2024/25 is shown below.

Total KPIs/PIs/SOs	Green	Amber	Red	Monitoring	Not assessed using RAG
21	13	4	2		2

Stock Investment

In 2024/25 we continued to deliver considerable investment in pursuit of providing modern, safe and warm homes, and we completed 23,921 improvements in our tenants' homes, although the target of 24,573 improvements was not achieved (AM KPI 3.4.1). The temporary strategic investment approach agreed with the Department for Communities remains in place pending work being completed on developing a funding solution for our stock investment requirements via the Department's Housing Executive Revitalisation Programme. While our current approach prioritises optimising the availability of stock for letting in the face of ever-increasing housing need, we are also including retrofit decarbonisation works as our funding permits. Unfortunately, we were unable to proceed with our proposed Stock Condition Survey in 2024/25 (AM O 1.3.2); achievement of this (Sub) Objective was subject to DfC Business Case approval, and this was not received until 25 March 2025. Consequently this (sub) Objective has not been assessed using a RAG status. However, the Stock Condition Survey will be undertaken in 2025/26 and will provide us with an updated evidence base with which to determine our future funding needs and investment priorities.

We exceeded our 2024/25 target of a 1.76% reduction in carbon emissions from our housing stock (AM PI 2.2.2) and remain on track to meet the 6% target by the end of 2025/26, as set out in our Sustainable Development Strategy and Action Plan. In achieving this we continued to deliver, and increased the number of homes in our 300 Low Carbon Heating pilot (AM KPI 2.4.1), although the annual target for this KPI was not achieved, with 46 completions by year end. Issues relating to electrical supply into the properties, the impact of Storm Éowyn, slower than expected uptake among residents, and Housing Executive staffing resources led to the target not being achieved and the KPI was assessed as red. However, it should be noted that this was a pilot programme, which has provided valuable corporate learning and benefits to their tenants. This programme will provide an evidence base and key learning points to ensure the Housing Executive will provide decarbonised retrofitted solutions for the Landlord and Private Sector Investment business areas. We delivered a number of external

wall insulation schemes replicating the works undertaken in the part ERDF funded Energy Efficiency in Social Housing Programme, and undertook a small cavity wall insulation remediation/replacement programme as a pilot for the implementation of a larger programme of 9,000 dwellings to be delivered in the coming years. Our work with industry continued in piloting and assessing a number of intelligent data systems that will allow better monitoring and control of energy use in our tenants' homes; this project is funded by the Department of the Economy's Small Business Research Initiative (SBRI) programme and will be completed in 2025/26, at which time it will be evaluated by us. We were also successful in securing almost £300,000 funding from the Northern Ireland Sustainable Energy Programme (NISEP) for a solar PV project in 2025/26¹.

Our Modern Methods of Construction/Low Energy (MMC/LE) new build scheme in north Belfast was completed in 2024/25 (AM KPI 2.5.1) and was certified as attaining Passivhaus classification in January 2025. Post-occupancy monitoring commenced shortly after the tenants moved in and will continue for a period of twelve months into mid 2025/26. This is being undertaken by a research and development team (Energy Expertise Ltd and Ulster University) that has been monitoring the properties in terms of indoor temperature, humidity, air quality, energy use, comfort, ease of use and tenant satisfaction. A (sub) Objective to develop a Business Case to DfC for a further proposal to expand the MMC Programme (AM O 2.5.2) was not achieved. It was therefore assessed as Amber.

Good progress continued to be made in implementing our Tower Block Strategy and Action Plan although we did not achieve all of our intended clearance and demolition milestones for Year 5 in 2024/25 (AM PI 3.8.1) given that a small number of tenants still remained to be rehoused. Due to this the PI was assessed as Amber at year end. However, Coolmoyne, Kilbroney and Clarawood Houses were cleared, and tenders were issued to the market for demolition schemes for them plus Latharna and Rathmoyne Houses, with the intention that demolitions will commence on site in 2025/26. A business case recommending the demolition of Abbotscoole House was submitted to the Department for approval, for which a response is awaited. Clearance continued in Belvoir, Breda, Ross and Mount Vernon Houses and the first three of these should be fully cleared in 2025/26, with work already commenced on preparing demolition schemes for them. The review of improvement options for the Long-Term Blocks will now form part of the 5 Year Review of the Tower Blocks Action Plan that will be undertaken in early 2025/26.

¹ £300k funding agreed in principle. Funding is conditional and will only be received when the Housing Executive start the work and process payments.

Housing Executive Direct (HED)/DLO (Direct Labour Organisation)

During 2024/25 we continued to focus on reducing the backlog of response maintenance works. Efforts were significantly challenged by the impact of Storm Eowyn. During this weekend over 2,700 jobs were issued; this would be equivalent to half a month's normal workload. This negatively impacted on some of our KPI scores, timeliness in particular, however, our customer satisfaction scores remained consistently green, as did the quality and accuracy of completed works. During the last seven months of 2024/25 void KPI's remained consistently green across all areas. Despite ongoing challenges, the overall job backlog continues to fall, with a reduction of 3,233 (which exceeded the 2024/25 target).

Our journey of change through the 'Evolve' programme continued through 2024/25 and moved through to business as usual. In April 2024, a Memorandum of Understanding and Joint Agreement between HED and Housing Services replaced formal contractual arrangements, reflecting our move towards collaborative working to ensure we deliver a high-quality service to our customers. During the year the DLO was rebranded as Housing Executive Direct (HED), with a new management structure approved by the Executive Team in late 2024.

We are working with colleagues from across the business and our Central Housing Forum to introduce new materials, with the aim of improving our customer experience and reducing our environmental impact. In tandem with this we have explored different ways of utilising our resources by establishing Area Based Maintenance teams and introducing a delivery system for materials, with the overall intention of improving our efficiency and reducing travel times.

To ensure we are meeting ever-changing business needs, investing in our staff remains a high priority. We are in the process of establishing a dedicated training facility for apprentices and for the upskilling of existing staff.

An external consultant has been appointed to undertake a comprehensive fleet review to ensure a fit for purpose fleet for the future and will focus on the following areas:

- Existing baseline for the fleet, usage, mileage and carbon impact;
- Future strategy to replace existing vehicles with low carbon alternatives;
- Supporting infrastructure required to support the transition;
- Transition plan with associated timings, costs and risks; and

- Identification of areas for efficiencies in relation to the vehicle fleet and grey fleet use.

Waste production continues to be closely monitored and is reported monthly to the Housing Executive Direct's senior management team and PRG. Data from the contracted waste providers show an average monthly recycling figure of 92%, for all Housing Executive Direct's waste. Also, the uniform tender specification will now mean that all uniforms will now contain a minimum of 50% recycled content, conforming to the Global Recycling Standard (GRS).

Hydrotreated vegetable oil (HVO) continues to fuel parts of the grounds machinery fleet. Increasing the use of HVO will form part of the analysis being undertaken by the fleet consultant. Additionally, as part of our grounds rehabilitation schemes, we are working towards planting indigenous trees grown from local seed collection.

Planned Maintenance

Through the Planned Maintenance Programme, we have contributed to the provision of modern, comfortable homes for our tenants and protected our assets, to ensure longevity and continued functionality. We have also made a significant contribution to the local economy through the delivery of these programmes.

Works included External Cyclical Maintenance (ECM), Heating Upgrades, Bathroom and Kitchen Renewals, Window, Door and Roof Renewals, External Wall Insulation, Cavity Wall Insulation, Low Carbon Works, Loft Insulation and Major Adaptations for People with Disabilities (MAPDs).

The Planned Maintenance Programme has faced various challenges in 2024/25 including internal recruitment and contractors' resources. Following the mutual dissolution of a long-term planned maintenance contract in 2022, we have successfully procured various interim short-term contracts. While this approach has facilitated delivery, it has not been without its challenges. Delays in procurement and tenders rejected due to lack of economic viability have resulted in difficulties in fulfilling contract Lots in some circumstances. Through the short-term contracts, we have been able to deliver 18,550 elemental improvements to tenants' homes. A further 5,371 improvements were delivered through various response maintenance contracts in the same period. The associated KPI 3.4.1 set a target of 24,573 for the year of which 75.5% planned completions were achieved. When Response Maintenance totals are considered, this figure increases to 97.3%. When Loft Insulation works and repairs to garages, shells and unadopted areas are included the target is exceeded by 2.05%. (25,077 completions to Housing Executive properties).

During the year we continued to focus on sustainability and energy efficiency. Works delivered in 2024/25 included completions of Loft Insulation (240) and Cavity Wall Insulation (228) as well as heating upgrades (3,045), which in many cases included replacement of boilers with more energy efficient models. We completed 239 external thermal improvements on our tenants' homes, although this fell short of the target of 289 (AM KPI 2.3.1) and the KPI was assessed as Red at year end. The Low Carbon Works project (LCP) was a follow-on project to Rural-Led Energy Transition (RULET) and involved the improvement of thermal comfort and energy efficiency of homes, whilst making positive reductions on the carbon impact of Housing Executive stock. It is worth noting that at year end an additional 19 LCP properties were in progress in the Belfast Region.

Adaptations to Homes

In 2024/25 the PI (AM PI 4.8.4) for Major Adaptations was set at a target of 103 starts, which unfortunately was not achieved. The year-end out-turn was 93 starts, with targets being met in Belfast and North Regions. South Region was particularly badly affected by delays due to a high number of cancellations and challenges relating to utility connections. The contract under which these works were delivered did not start until June 2024. Even though only three Lots out of five were awarded, and considering the challenges outlined above, the Regional Teams managed to deliver 90.3% of the Annual Target.

Building Safety

The Building Safety Department covers all aspects of statutory compliance and building safety and focuses on the management of risks in properties owned and managed by the Housing Executive. The department, through active compliance management and continual assessment, identify and mitigate risks around fire, asbestos, legionella, lifting equipment, electrical installation and heating appliances (including Gas Oil and Solid Fuel). It includes a dedicated team for high-risk residential buildings (HRRB) over 11 metres, with a focus on building safety and enhanced resident engagement with occupants.

During the year a recruitment exercise was completed, ensuring the HRRB Building Safety Team was fully resourced. The team then acted on the recommendations from a 'Fire Risk Assessment of the External Wall' (FRAEW) at one of our tower blocks, implementing the three strands of the National Fire Chiefs Council guidance. These included installation of an L5 Fire alarm system to the building, implementation of a phased evacuation strategy and the introduction of 24hr coverage to assist with the evacuation of vulnerable residents. The

team has also introduced a series of inspections including a monthly walkthrough, quarterly fire door inspection and Annual Flat inspections.

The team's (sub) Objective (AM O 4.10.1) required them to fully implement a resident engagement strategy for tenants and leaseholders living in high-risk residential buildings (HRRB). Due to the fire safety issues at one of our tower blocks, extensive door to door engagement with residents was prioritised. This facilitated implementation of the necessary mitigations, with no concerns raised by any of the residents in relation to the changes. Following a fire in one of our tower blocks in May 2024 the team engaged with residents at a challenging time and addressed immediate concerns.

The target relating to AM O 4.10.2 required the Implementation of Year 1 of the high-rise Sprinkler Programme. However, best practice guidance led to a change in the scope of this objective in year, and it was therefore not deemed appropriate to assess this (sub) Objective using a RAG rating. The approach to installing sprinklers was reviewed following the adoption of the PAS 9980² approach to delivering FRAEW. The new approach was developed with external professional guidance provided by a fire safety specialist. The risk-based approach will ensure sprinklers are only installed following a recommendation from a Chartered Fire Engineer as part of a wider building-specific fire safety strategy.

The in-house Legionella Team exceeded their target for Legionella reviews and has introduced a programme of logbook auditing. This ensures improved awareness of logbook monitoring for duty holders and improved compliance with flushing and cleaning schedules. The Asbestos team successfully reviewed over 600 properties where the survey report recommends phased removal, and acted on 68 of these to ensure removal. The team introduced a new category of "External Only" survey to ensure adequate sampling where access requires work at height, thus reducing the number of presumed Asbestos Containing Materials. This delivered improved survey information for over 4,000 properties, which will benefit External Cyclical Maintenance (ECM) schemes, providing certainty of removal costs and improved compliance.

The Building Services Team continued to work with a Mechanical and Electrical (M&E) contractor to deliver comprehensive maintenance of M&E assets across key buildings including Offices, DLO depots, HRRB's and Hostels. They also delivered a programme of lift inspections while dealing with ownership transitions of contracts in both M&E, and Stair and

² PAS 9980, from BSI (the British Standards Institution) is a code of practice for appraising the fire risk of external wall construction and cladding on existing blocks of flats.

Vertical Lifts. This work ensures that important assets are maintained for both our residents and corporate staff.

The Fire Safety Team delivered 323 Fire Risk assessments across a range of property tenures and introduced a new method to track and report on outstanding actions. This has improved focus on any actions that are significantly beyond their target date and delivered improved compliance, thus reducing risk in the affected premises.

During the year the Heating Audit and Inspection Team recruited five new team members and initiated a programme of post servicing inspections on oil and gas heating appliances. These inspections aim to ensure that servicing is to the required standard, thus improving safety for our residents. In addition, the team were successful in achieving registration with the Gas Safe Register, Oil Firing Technical Association (OFTEC) and the Institution of Gas Engineers and Managers (IGEM) membership.

Procurement

In 2024/25 the Corporate Procurement Unit (CPU) awarded a total of 205 contracts, with a combined value of £181m. These included multi-million-pound contracts for the provision of response maintenance and planned maintenance works, incorporating new bathrooms, kitchens and rewiring. The CPU contributes to the creation of a strong, competitive, regionally balanced economy by ensuring that this spend is managed effectively, via the Centre of Procurement Expertise (CoPE) for the housing sector.

2024/25 saw the Procurement Act 'go-live', leading to significant change to the Public Sectors approach to the award of contracts. Implementation of the Act required a full rewrite of tender documents in CPU and an update of working practices.

Stemming from these changes, in 2024/25 CPU began the process of implementing a Procurement workflow system to streamline, and where possible automate, the governance, approval and reporting of procurement. This implementation will continue through the first half of 2025/26

During 2024/25 CPU held a major market engagement exercise with our Works Contractors. The feedback will shape our contracting and procurement strategies during 2025/26 and beyond. In particular a major review of our approach to Response Maintenance is underway and this will result in a new Open Framework for the requirement being issued to the market towards the end of 2025.

Looking forward, CPU will deliver a number of key projects during 2025/26:

- Launch of our new Procurement Strategy;
- Launch of our Social Value Strategy;
- Framework for Response Maintenance; and
- Procurement of a new Asset Management IT System.

There are also some major procurement exercises planned to support delivery of our corporate objectives over the next few years. Some examples include:

- A five year tender for the delivery of Bathroom and Kitchen Replacements;
- A five year tender for a five year programme of fixed wire electrical tests; and
- A tender of up to seven years for External Cyclical Maintenance.

Strategic Housing Authority

Strategic Housing Authority KPI Performance for 2024/25 is shown below.

Total KPIs/PIs/SOs	Green	Amber	Red	Monitoring	Not assessed using RAG
23	20	1	1		1

The Housing Executive is the Strategic Housing Authority for Northern Ireland. It works across a broad range of Northern Ireland housing issues, supporting a range of stakeholders to create sustainable places and communities where people want to live.

The Strategic Housing Authority is substantively funded by Government grant received from DfC, with discrete funding provided by other bodies for specific services that the Housing Executive delivers on their behalf.

Given wider public sector funding constraints it was not possible to fully deliver upon all our intended 2024/25 outputs, with some programmes having to be scaled back or deferred. This has made programme planning and delivery difficult with reliance placed on bidding for additional funding during the year via the Monitoring Round process to address unavoidable overspends and/or increase programme outputs.

Strategic Housing Authority – Financial Challenges

Key programmes continued to experience increasing demands and costs, largely due to extra homeless demands arising in part from a UK Government initiative to expedite the processing of Asylum Seekers applications and continuing cost pressures across the Supporting People programme.

It remains anticipated that funding availability restrictions will continue to place pressure on service delivery in 2025/26.

Whilst our aim will always be to meet our statutory obligations and protect operational frontline statutory services, this is becoming increasingly difficult with an annual budgeting process, or where funding fails to reflect demand-led growth for services. As 98% of the Strategic Housing Authority activities are either contractual, statutory or of Ministerial priority in nature, there is very limited scope to reduce financial commitments.

Capital Expenditure Programme

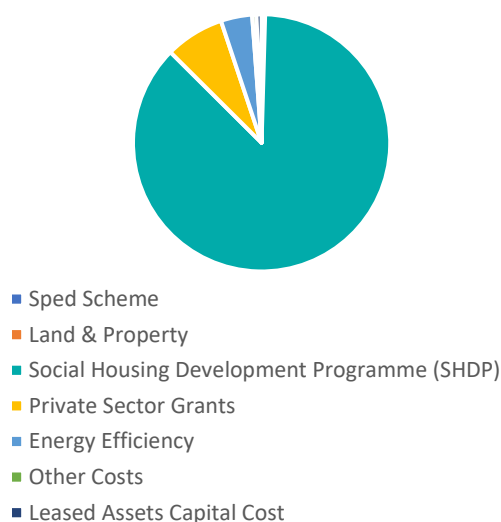
The capital expenditure programme in 2024/25 delivered approximately £202.3m of services, with £176.9m (87.4%) provided to Housing Associations to part fund the development of new social housing provision via the SHDP.

Additionally, approximately £23.1m of expenditure was incurred providing grant-aid support to upgrade private sector housing conditions via the Private Sector grants and Energy Efficiency programmes.

A summary breakdown of the key elements of the capital programme is provided below:

Capital Programme	£millions
Sped Scheme	(0.5)
Land & Property	0.4
Social Housing Development Programme (SHDP)	176.9
Private Sector Grants	15.1
Energy Efficiency	8.0
Other Capital Costs	1.1
Leased Assets	1.3
Total Capital	202.3

Breakdown of Strategic Housing Authority Capital Programme



* See Note 3 in Part 2 of Accounts. Figures may be subject to rounding.

Key points to note are as follows:

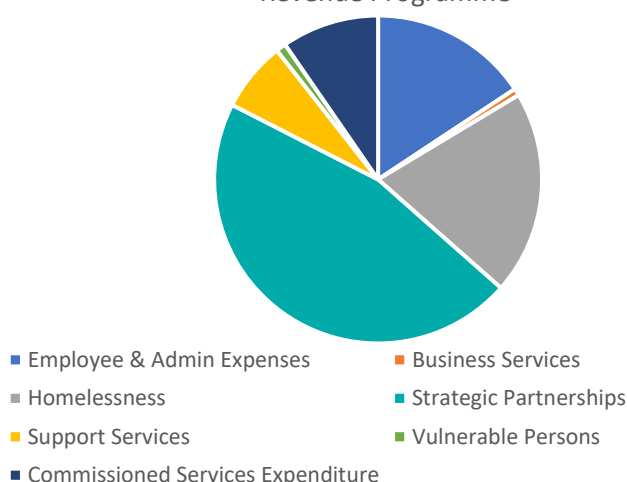
- **Social Housing Development Programme** – The programme delivered a total of 1,504 new social housing starts during the 2024/25 year with programme expenditure of £176.9m.
- **Private Sector Grants** – This programme included expenditure of £13.6m for Disabled Facility Grants to help customers maintain independence in their own home.
- **Energy Efficiency** – This programme includes expenditure of £8.0m in Affordable Warmth grant measures which includes cavity wall insulation, heating and double glazing.

Revenue Expenditure Programme

The revenue expenditure programme in 2024/25 delivered approximately £173.9m of services, with £80.0m (46%) directed towards the Supporting People programme and £35.0m (20%) in support of the statutory Homeless function.

Revenue Programme	£millions
Employee & Admin Expenses	27.3
Business Services	1.2
Homelessness	35.0
Strategic Partnerships	80.0
Support Services	12.0
Vulnerable Persons	1.7
Commissioned Services Expenditure (net)	16.7
Total Revenue	173.9

Breakdown of Strategic Housing Authority Revenue Programme



* See Note 3 in Part 2 of Accounts (excludes AME and income). Figures may be subject to rounding.

Key points to note are as follows:

- **Employee & Admin Expenses** – This includes circa £27.3m in relation to direct employee and business administration costs.
- **Homelessness** – Circa £30.1m was incurred in the provision of temporary accommodation and related services, with the balance mostly comprising a range of operational and strategic preventative measures aimed at providing support to those at risk of homelessness and reducing future homeless programme demands and costs. Accommodation based costs increased from 2023/24 (£28.9m) largely resulting from increased costs of accommodation due to lack of availability of accommodation.
- **Strategic Partnerships** – A net investment of £80m is reported on the Supporting People programme. This included gross investment of £81.2m in services, inclusive of an additional £1.3m of financial support to address sectoral demand and cost pressures. This was offset by recoupment of historical surplus reserves of £1.2m.

- **Vulnerable Persons Relocations Programmes** – The Housing Executive administered a range of housing assistance for Syrian, Afghan and Ukrainian Refugees accommodating circa 2,204 individuals in 2024/25.

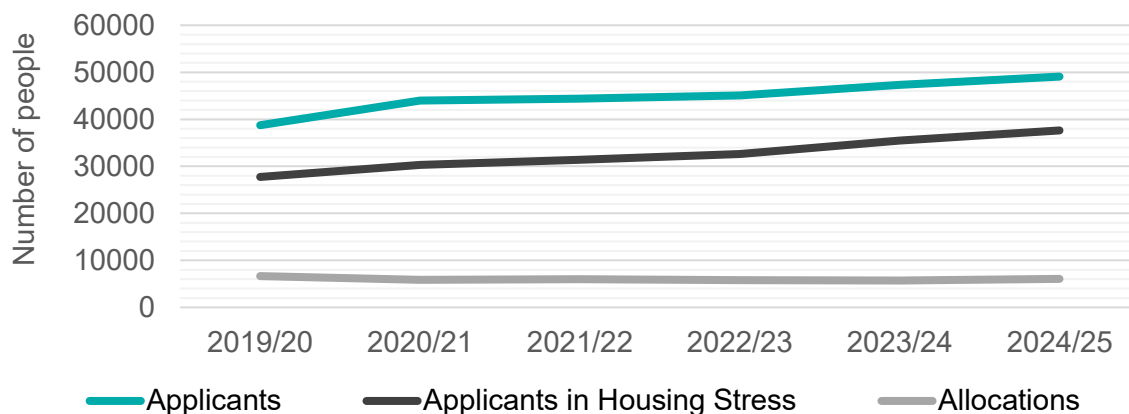
Social Housing Need

The Housing Executive has statutory duties under the Housing (NI) Order 1981, planning legislation and regional planning policy to identify housing need. Our Strategic Housing Authority Division is responsible for assessing need and the information is used to inform the Social Housing Development Programme and determine where best to develop/acquire new accommodation.

During August to December 2024, the Chief Executive presented the first annual updates of the parent 2023-26 Housing Investment Plans to all 11 councils (RSKPI 1.4.1.1). These plans, which are aligned with our three-year Corporate Strategy and its strategic priorities, set out housing need and the plans, programmes and investment within our remit, for housing. These plans also report on our plans and performance in the context of Councils Community Planning objectives, helping Councils in the preparation of their Local Development Plans and informing decisions on land use and development over the next 15 years. Ultimately this helps to meet social housing need and deliver appropriate future housing solutions that contribute to balanced and sustainable communities and neighbourhoods.

At 31 March 2025, 49,083 households were on the waiting list for social housing (compared to 47,312 at 31 March 2024) of whom 37,635 are considered to be in Housing Stress (compared to 35,464 at 31 March 2024). 31,719 were Full Duty Applicants, households that meet the statutory definition of homelessness (compared to 29,394 at 31 March 2024).

Social Housing Waiting List, Housing stress and Allocations
2019/20 - 2023/24



Supporting People

The Housing Executive, as the strategic housing authority for Northern Ireland, has the responsibility for securing the provision of housing-related support services and is responsible for delivering the Supporting People (SP) Programme, which was introduced in April 2003. SP is delivered on behalf of the Department for Communities, in partnership with the Department of Health and the Department of Justice. The programme awards grant-funding to provider organisations to enable them to deliver services that provide housing-related support and assistance to service users, thus enabling them to live more independently. Housing-related support enables vulnerable people to develop and maintain the skills necessary to live as independently as possible in their own home.

In 2024/25, there were 80 providers providing over 800 services to almost 20,000 service users within 15 Primary Client Groups and across four key thematic areas:

- Young People;
- Older People;
- Disability and Mental Health; and
- Homelessness.

The principles of the SP Programme were designed to align with the Draft Programme for Government (PfG) Outcomes, informing five high level SP Programme Outcomes, which in turn links into the 11 SP Outcome Indicators (SPOIs) at service level. In the 2024/25 year,

the following Outcomes were reported, against the 11 SPOIs for the four key thematic groups:

- Disability & Mental Health Thematic Group – average 97% overall success rate against the indicators;
- Older People Thematic Group – average 93% overall success rate against the indicators;
- Young People Thematic Group – average 95% overall success rate against the indicators; and
- Homelessness Thematic Group – average 87% overall success rate against the indicators.

There are a number of services, known as crisis accommodation services or ‘crash services’ who work primarily to support vulnerable people who have been rough sleeping. In the 2024/25 year, the crisis accommodation services showed an overall average success rate of 93% against the Outcomes Indicators.

In 2024/25 a total of £81.18m was paid to SP Providers. This was primarily funded through the SP budget allocation.

Supporting People Performance

The following Performance Indicators (PIs) were in place for the Supporting People programme:

- **RSPI 3.2.1:** Maintain a minimum spend of 17.5% for Floating Support as part of the Supporting People Programme. This target was exceeded, as expenditure on Floating Support from 1 April 2024 to 31 March 2025 was £14.48m, equivalent to 17.8% of the total SP Programme expenditure.
- **RSPI 4.6.1:** 1% increase (from the baseline) in numbers new of clients supported (subject to funding). This PI was not met due to budget unavailability and was not assessed using a RAG rating at year-end.
- **RSO 3.2.2:** Commence a Supporting People Programme service improvement project. This (sub) Objective was met.

The SP Contract Management Teams (CMTs) deliver guidance and support on aspects of the programme on an ongoing basis to provider organisations, and monitor performance and quality of Supporting People services. The team completed 77 Quality Monitoring Visits/Assessments and 123 Contract Management Meetings during 2024/25, together with eight Regional Thematic Group meetings.

Providers inform SP of incidents arising within the parameters of the Major Adverse Incident (MAI) Framework. Incidents are reported to the Department for Communities and to the NIHE Safeguarding Team, as appropriate, and where necessary, the SP Team undertake follow up actions. In 2024/25 Providers reported a total of 284 MAIs across the four themes.

Some of the SP team's key achievements during 2024/25 included:

- **SPOCC IT System Replacement Project (SHARP System).** The IT System Replacement Project, to replace the outdated SPOCC system, continued during 2024/25. The SHARP system went live on Monday 23rd September 2024. Prior to this SP continued partnership working with 13 SP providers, who made up the Provider Working Group, and assisted to make system enhancements and improvements in advance of the Go-Live date. Training was delivered remotely to over 700 provider users before all users were given system access at the end of September 2024. Following Go-Live, the Project Team were on hand to provide guidance and assistance to provider users to ensure a smooth transition to SHARP. Current system functionality mainly centres around making payments and monitoring service performance more accurately. System enhancements have been documented and planned for 2025/2026.
- **New Services/Restructuring.** SP completed a competitive selection process to deliver a housing support service in the West Area, for single homeless clients with high support needs, situated and spread across the Derry/Londonderry city area. First Housing Aid and Support Services was selected to deliver the service. Additionally, the Lighthouse Hostel (run by the Living Rivers Trust) moved to new apartment block premises in Ballymena. This provision supports single homeless with support needs through self-contained, independent living.
- **Review of Jointly Commissioned Supported Accommodation Projects for Young People.** SP, in partnership with the Department of Health (DoH), has established Local Planning Partnership Groups (LPPG's). These were established across all Trust areas and are playing an active role in the development of policies and procedures, enhancing working relationships and inter-agency collaboration to

achieve the objectives required for joint monitoring visits and assessments. They have actively been involved in creating a scope of property portfolios and active engagements within the sector, specific to their Trust areas. Whilst still in a relatively early stage of establishment, the groupings are making significant progress in detailed work to assist in the reconfiguration and development of Young People services regionally.

In addition, a Provider Forum was jointly established by the Trusts and SP. The role of this group is to support all LPPGs, making recommendations and informing workstreams. The group has met quarterly, engaging with SP management teams and SPPG. They attend Joint Policy Forum meetings, in a representative role, and maintained working arrangements regarding delivery of the JCSA recommendations. Additional training for frontline NIHE Housing Advisors has been rolled out regionally, with Trusts working towards the delivery of Young People specific Social Workers within each of the Trust areas.

- **Supporting People Three Year Strategic Plan and COVID-19 Recovery Plan 2022-2025 (Strategic Plan).** The Strategic Plan Delivery Project Board (SPDPB) was established to provide strategic direction governance and oversight, and to support the effective delivery, monitoring and reporting of the strategic commitments of the Supporting People Three Year Strategic Plan and COVID-19 Recovery Plan 2022-2025 (Strategic Plan). SP have progressed Year One, Two and Three actions from the four Objectives of the Strategic Plan; COVID-19 recovery, working towards closing the 14% gap between need and supply, innovation and strengthening relationships and collaboration with Providers.

Throughout 2024/25 the SP team continued to engage with our stakeholders, sharing learning and helping to develop policies to better support vulnerable people to live as independently as possible in their own home:

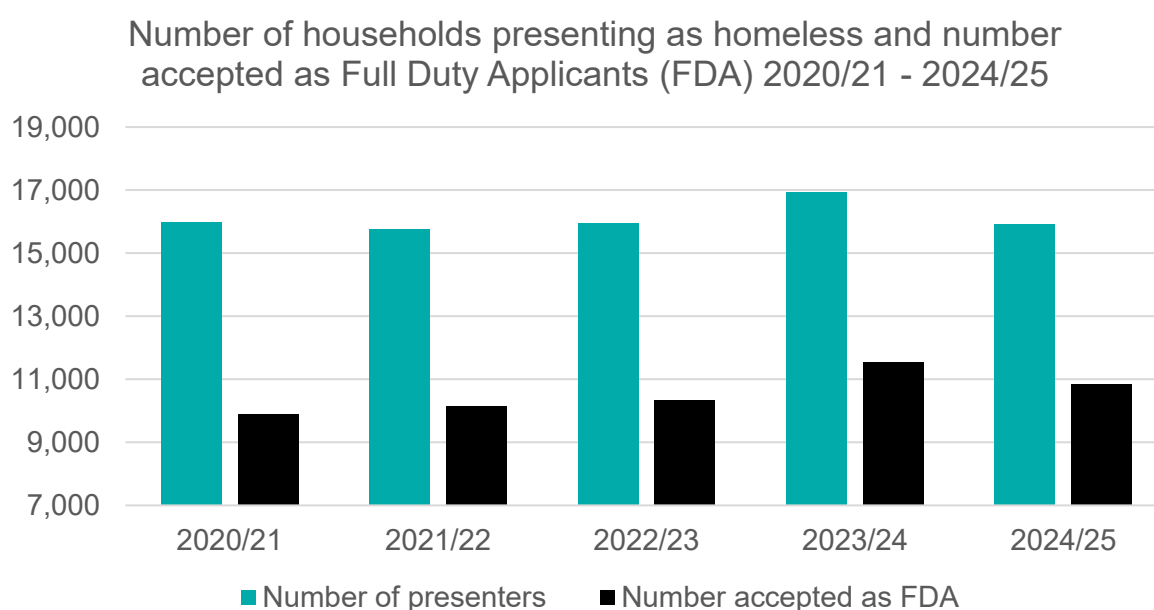
- The Director of the Strategic Housing Authority chaired bi-annual meetings with Housing Association SP providers;
- The Director of Strategic Housing Authority, Assistant Director of SP and SP representatives attended Committee Representing Independent Supporting People Providers (CRISPP) and ARC NI/SP Network exchanges meetings during 2024/25;
- The British-Irish Council Housing Ministerial meeting took place in Belfast on 19 and 20 of September 2024. This was hosted by the Northern Ireland Executive and was

attended by Ministers from eight member administrations. An afternoon of informative site visits showcased innovative housing that meets a variety of housing needs. They included a visit to the SP funded service provider MACS (Mulholland After Care Services) where they heard about the work of MACS, supporting vulnerable young people aged 16-25 at risk of homelessness, mental health challenges, or other issues;

- SP contributed to the update of the Department for Communities' Supporting People Policy Framework, which was published in February 2025;
- SP developed and published the Supporting People Annual Report 2023/24; and
- SP are engaged with the Department for Communities Supporting People Joint Funding Review.

Homelessness Services

During 2024/25, 15,905 households presented to the Housing Executive as homeless, representing a decrease of 6.13% from 16,943 presentations during the previous year. Of those presenting, 10,855 were accepted as Full Duty Applicants and owed a full housing duty, increasing from 11,537 (5.91%) from 2023/24. Accommodation not reasonable; loss of private rented accommodation and sharing breakdown/family dispute, remained the top three reasons for homelessness presentations, with approximately 64% of presenters being in these categories in 2023/24.



Ensuring that the voice of people with lived experience of homelessness is heard, and informs our services, remains a key strategic priority. Budget availability has constrained the scale and nature of this work in 2024/25, however a number of funding opportunities are being proactively explored.

The average length of stay in temporary accommodation during 2024/25 was 37.9 weeks, while the total number of non-standard temporary accommodation placements during 2024/25 was 5,023 placements. The Homelessness Strategy 2022-27 and the Strategic Action Plan for Temporary Accommodation will continue to guide the delivery of homelessness services during 2025/26, with further information on both documents noted below.

Homelessness Strategy 2022-27

The Homelessness Strategy Year 2 Annual Progress Report has been published and is available [here](#). Delivery of the Homelessness Strategy during 2024/25 was guided by the Year 3 Action Plan ([available here](#)) which contained 46 actions. The Housing Executive has committed to publishing an annual progress report for 2024/25 and this will be published by August 2026.

Key achievements during 2024/25 include:

- Commencement with delivery of the Youth Homelessness Action Plan which contains 18 actions to support children and young people who are homelessness or threatened with homelessness;
- Commencement with delivery of the Domestic Abuse Action Plan which contains 16 actions and recognises recognise the impact the Housing Executive can have as a landlord to over 80,000 tenants and as the organisation with the statutory responsibility to respond to homelessness in Northern Ireland;
- The completion of a Value for Money Report on temporary for publication in May 2025; and
- The commencement of delivery of homelessness awareness sessions to schools across Northern Ireland. These sessions aim to raise awareness of homelessness and the services available with a view to ensuring young people access homelessness prevention at the earliest possible opportunity.

The Homelessness Strategy Year 4 Action Plan has been developed alongside our partners on the Central Homelessness Forum and it is anticipated this will be published in July 2025. The Action Plan has been developed with consideration of the Northern Ireland Audit Office Report on Homelessness, published in March 2025, with all actions including milestones to assist stakeholders with monitoring the delivery of actions.

Strategic Action Plan for Temporary Accommodation

The Strategic Action Plan for Temporary Accommodation was published in 2022. The Action Plan is based on four criteria for success:

- Minimised need for temporary accommodation;
- Customers receive appropriate accommodation and support at the point of need;
- Customers moving on from temporary accommodation sustain their tenancies; and
- A sustainable supply of good quality, affordable temporary accommodation, which is safe, warm and well managed.

The Action Plan is an iterative plan, which evolves based on experiential evidence, emerging pressures and priorities. Year 3 actions will be made available to view on the Housing Executive website.

Demand for temporary accommodation continued to grow significantly in 2024/25. While there is no statutory requirement for such a target, NIHE has had in place a voluntary KPI to end the use of bed and breakfast and hotel accommodation as temporary housing for children for more than two weeks (HS KPI 4.4.1), to reduce the adverse impacts of homelessness for children. While the target was not achieved and was assessed as red at year-end, the numbers of children placed in hotel/B&B accommodation has remained at approximately 2% of all temporary accommodation placements.

Increasing the supply of temporary accommodation has been a key priority. Temporary accommodation supply continued to be increased throughout the year via the securing of additional single lets, the repurposing of void Housing Executive stock and the use of void Housing Association properties. Additionally, during 2024/25 the Housing Executive commenced the use of House in Multiple Occupation (HMOs) as temporary accommodation. The Housing Executive has also sought to maximise the capacity of the temporary accommodation portfolio by routine monitoring of occupancy and void information.

Progress has been ongoing on a remodelling programme for large-scale congregate hostels. In terms of sustainable supply, the Housing Executive agreed a three-year lease of two Housing Associations blocks, with associated housing management provision as temporary accommodation in the Lisburn area. Work is also ongoing in respect of the development of a long-term leasing model for temporary accommodation in the private sector. The Housing Executive was also successful in procuring Belfast Dispersed Intensively Managed Emergency (DIME) (118 units of accommodation to replace an existing service) service and in procuring a similar new service in Derry/Londonderry to provide accommodation and support for those experiencing chronic homelessness in the West Area. Actions for Year 4 are being developed together with partners on the Central Homelessness Forum, and it is anticipated that these actions will be published in July 2025.

Ukraine Resettlement Scheme

The Housing Executive continued to play a key role during 2024/25 in the Executive Office led, cross departmental response to the delivery of accommodation and support for Ukrainian nationals, who arrived in Northern Ireland as part of the UK Governments humanitarian response to the Russian invasion of Ukraine. It is estimated that in excess of 3,453 Ukrainian nationals have arrived in Northern Ireland through a recognised visa process since March 2022.

The Housing Executive continues to deliver on key responsibilities under the programme in Northern Ireland by assisting Ukrainian households through:

- Provision of temporary accommodation solutions;
- Co-ordination of home visits under the Homes for Ukraine Scheme;
- Responding to breakdowns in sponsorship under the Homes for Ukraine scheme including re-matching of guests to alternative hosts;
- Delivery of advice and assistance through the Ukrainian Housing Clinic; and
- Homelessness assistance under statutory homelessness duties.

The outlook for 2025/26 is dependent upon the situation in Ukraine, however, planning assumptions are based on a slowdown in the number of new arrivals into Northern Ireland, but a continued demand for assistance following breakdown in sponsorship arrangements

under the Homes for Ukraine Scheme. The Housing Executive will continue to monitor the number of arrivals to inform the required contingency planning response.

Private Sector Improvement Services

The Sustainable Homes – Grants team, in what was a challenging budgetary environment, has delivered successful outcomes through the delivery of funding schemes for the private housing sector. These schemes are aimed at improving housing standards, addressing disrepair and remedying unfitness, improving energy efficiency, reducing fuel poverty and enabling persons with a disability to live as independently as possible and to remain in their own home.

Key highlights for the 2024/25 year include:

- 812 approvals for Disabled Facilities Grants, against a target of 800;
- Reduction of processing time for Disabled Facilities Grants for stages within the Housing Executives control to 114 days, against a target of 294 days; and
- Delivery of 2,944 energy efficiency measures to 1,694 homes against a target of 2,439 measures in 1,281 homes.

During 2024/25 the grants team continued to make improvements to policy, procedures and systems to deliver excellent customer service. Our Affordable Warmth Scheme migrated onto the bespoke Grants Management System, so Energy Efficiency and Home Improvement Grants share the same operating system. This has helped improve timelines, deliver operational efficiencies and cross referencing of grant applications. It has also improved reporting and management of grants, with live dashboards used to effectively progress grant applications, monitor trends and provide management oversight.

During 2024/25 the grants team promoted available grant aid directly to those who may benefit, through participating in a range of locally based community events and at regional events, including the Balmoral Show and Love Your Home. The team worked to address the ongoing lack of available contractors to undertake private sector grant work which is impacting on end-to-end delivery timeframes for grant work. Collaborative working with Antrim and Newtownabbey Borough Council and Belfast City Council was successful in helping to promote grants and encourage local businesses to consider grant work opportunities.

Home Improvement Grants

Home Improvement Grants received funding to deliver the mandatory Disabled Facilities Grant (DFG) and Repair Grant. As in the previous two years, discretionary home improvement grants for Renovation, Replacement and Home Repair Assistance were suspended unless the application related to a DFG.

Disabled Facilities Grants (DFG) are delivered in partnership with Health Trusts to privately owned properties and are critical in helping improve the quality of life for people with disabilities and to help support independent living. During 2024/25, we approved 812 referrals in total for DFGs. The total in-year spend on DFGs was £13.63million. We continued to fund Home Improvement Agency services to support our customers in finding architects and contractors and complete necessary grant forms.

For 2024/25, our target to improve service delivery times for the stages of DFG's that were inside the Housing Executive's control was 294 calendar days. This was based on 7.5% reduction of the 2021/22 baseline. In November 2024 we further defined the stages of the process within the Housing Executive's control. This allowed a greater insight into efficiency gains. By the end of 2024/25 we exceeded the target by achieving a processing time of 114 days.

A Strategic Review of Housing Executive Administered Grants (with initial focus on DFGs) commenced in December 2023. The collective aim is to improve administration and provide the best possible service for grant applicants. We continue to work with partners involved in the review, including DfC, Department of Health, Health Trusts and service users. During 2024/25 we introduced a new policy for the appointment of contractors to provide more options for customers, reviewed eligibility and assessment policies to streamline processes, provided more guidance to applicants, architects and contractors and provided data to support a review of Test of Resource rates.

To ensure customers are at the heart of service improvements, we continued to work with the Disabled Adaptations Subgroup of the Central Housing Forum, through a cross-departmental approach with colleagues from Housing Services. This partnership working helped to develop a new DFG leaflet for customers, which has proved successful in supporting the adaptation journey for private sector grant applicants.

Repair Grants are awarded to homes following the issue of a statutory notice by a local Council. During 2024/25 we paid out £553k resulting in vital improvements to 286 properties in the private rented sector.

Our Discretionary grants programme is wholly reliant on the availability of Government funding to finance it. In 2024/25, discretionary grant aid, was only permitted to cover previously committed spend and new applications directly linked to a statutory DFG. In 2024/25, we were able to pay £237.6k in grant-aid for completed work.

Affordable Warmth Scheme

The Affordable Warmth Scheme (AWS) is a fuel poverty scheme, targeted towards low-income (less than £23,000) households to provide them with a range of insulation and heating measures to improve the thermal efficiency of their home. The scheme, administered by the Housing Executive on behalf of DfC, aims to raise the SAP³ ratings of these fuel poor households, ultimately reducing carbon emissions from these homes.

Affordable Warmth measures are only available to private sector households: owner occupiers and private sector tenants (where the landlord is registered with the Department for Communities' Landlord Registration Scheme). AWS is an application-based scheme for households, with enquiries for the Scheme triaged by the Housing Executive's NI Energy Advice Service. Customers may also avail of other energy advice or apply to other suitable grants before making an Affordable Warmth application. Between 1 April 2024 and 31 March 2025, 7,181 enquiries were made to the NI Energy Advice Service for the Affordable Warmth Scheme. In the same period, 2,949 applications were returned for processing.

The Affordable Warmth Scheme's budget allocation was significantly reduced in the 2024/25 financial year. A budget bid of £17.5m was submitted to the Department for Communities; the Scheme received an initial budget allocation of £7.24m, a shortfall of circa £10.3m. The October Monitoring Round had an increase in budget allocation to £7.94m. Over the course of the financial year, we issued 2,118 approvals. No approvals were issued from May to July 2024, as we waited for budget confirmation.

During the year, 1,694 homes completed works, with 2,944 energy efficiency measures installed. In doing so we exceeded our target to help 1,281 homes and installing 2,439 measures.

Looking forward, during 2025/26 the private grants team will continue to deliver Home Improvement Grants and the Affordable Warmth Scheme within budgets allocated by DfC. A key priority will be to co-design the fuel poverty scheme which will replace AWS, together

³ SAP (Standard Assessment Procedure) ratings are used to compare the energy performance of homes. The rating ranges from 1 to 100+, with higher ratings indicating lower fuel costs and reduced carbon dioxide emissions.

with DfC. We will use our expertise in delivery of grant aid, and learnings from Housing Executive retrofit schemes, to shape a new scheme which improves home energy efficiency to fuel poor households whilst meeting Climate Change Act (Northern Ireland) 2022 commitments. We will continue with the Review of Housing Executive Administered Grants, focusing on a review of the support offered to customers through the Home Improvement Agency Service and in improving overall end-to-end processing times for Disabled Facilities Grants.

Housing and Health Team

The primary role of the Housing and Health team is to promote collaborative working between departments and agencies in the delivery of housing for people with disabilities. This involves working with a wide range of stakeholders including Health Trusts and service users. The team lead is a jointly funded post with the Department of Health. Key achievements during 2024/25 include:

- Supporting the Departments (DoH/DfC) in the delivery of an Accessible Homes Assurance Framework, including the rebranding of the Interdepartmental Accessible Homes Strategic Forum. The Forum sets strategy and policy, and is underpinned by a number of Regional Partnership Forums (including Trusts and Housing Providers) across tenure which are coordinated and supported by the Housing and Health Team;
- Supporting Housing Executive, Housing Associations and Health Trust staff with the management of complex cases through the Regional Interagency Escalation process. 65 cases have been referred to panel in 2024/25 with numerous examples of successful outcomes;
- Coordination of the Housing Executive's Interdivisional Disability Forum, with representation from Asset Management, Strategic Housing Authority, Corporate Services and Housing Services; and
- Delivery of undergraduate (BSc) and postgraduate (MSc) training in housing and environmental design to Occupational Therapists, in collaboration with Ulster University.

Looking forward, the team's plans for 2025/26 include:

- Launching the publication of a document titled "Designing Homes for All – An inclusive design guide for people with cognitive and sensory impairment";
- Review of the Interdepartmental Housing Adaptations Design Toolkit;

- Participating in the Fundamental Review of Allocations in relation to the allocation of specialist properties for people with disabilities;
- Development of a Housing and Health Strategy focusing on Accessible Homes;
- Leading on a project to review Pathways to Accessible Housing;
- Exploring the development of a fast-track approach to adaptation delivery in exceptional cases;
- Involvement in the DfC Review of the Disabled Grants process including taking the lead on a Health and Social Care Trust 'Task and Finish Group';
- Supporting the Research team in a review of the Housing Executive's Adaptations policy; and
- Coordinating the Housing Executive's response to Housing Actions included in the Department of Health's Autism Strategy.

Sustainable Development

Within the Strategic Housing Authority, the Sustainable Development Unit (SDU) is the focal point for the Housing Executive's strategic function of Northern Ireland's Home Energy Conservation Authority (HECA) and the Housing Executive's Corporate Sustainable Development Strategy.

Our HECA role requires the Housing Executive to prepare an annual report setting out the practical and cost-effective energy conservation measures (which includes information, advice and education, promotion, making grants and carrying out works), and subsequent greenhouse gas reduction across all the Northern Ireland housing sector.

The Corporate Sustainable Development Strategy and Action Plan provides a framework for tackling environmental and social challenges by 2027, responding to the climate emergency. Ultimately, the long-term goal of the Strategy is to achieve Net Zero carbon emissions by 2050 right across all of our activities. Here the SDU monitors the climate targets across our business areas to ensure compliance within our strategic approach to balance our responsibility to provide quality, affordable housing and improving on our social and environmental impact.

To help achieve Net Zero carbon emissions by 2050 across all of our activities, a number of short-term targets have been set, and by the end of March 2025, we have already achieved the target of 25% reduction⁴ in CO₂ across our office accommodation and business mileage

⁴ Based on 2019/20 baseline

areas. We are on course to achieve our landlord housing target of 23% reduction⁵ by 2030/31 which will reduce our CO2 emissions by 89,000 metric tonnes per year.

Key Sustainable Development Strategy and Action Plan programmes have included:

New Build Pilot: In North Belfast our first housing scheme in 25 years showcased the future of energy efficiency in the social housing sector. The six semi-detached homes in Sunningdale Gardens, North Belfast, were built using Modern Methods of Construction and ultra-low energy building techniques to Passive House standard.

Low Carbon Retrofit Programme: During 2024/25, the Housing Executive continued with its Low Carbon Programme (LCP) and completed 111 retrofits, with a combined total of 141 completions since the programme inception in 2023/24, leaving 259 houses to complete. This programme will provide an evidence base and key learning points to ensure the Housing Executive will provide decarbonised retrofitted solutions for the Landlord and Private Sector Investment business areas. This will align to the Climate Change Act (Northern Ireland) 2022.

The LCP follows a 'whole house approach' to achieve the desired outcome of reducing carbon emissions, reducing householder bills and providing healthier homes through the combination of the following interventions:

- Improved energy efficiency measures through retrofitting;
- Low carbon heating options, principally air source heat pumps, with an option for hybrids;
- 'Time of use' electricity tariff options;
- Improved householder education to effect behaviour change; and
- Renewable energy for power generation and electric storage.

For many of our contractors this has been the first work of this type at scale. This programme offers the opportunity for contractors and their supply chain to skill up in readiness for similar work to be carried out to all suitable Housing Executive housing stock and the wider NI housing stock.

Geothermal Energy Momentum on the Island of Ireland (GEMINI): The Housing Executive is a partner in the recently launched GEMINI EU Peace Plus funded project. This

⁵ Based on 2019/20 baseline

successful consortium of 15 partners is focused on installing four geothermal energy demonstrator pilots across Ireland, with the Housing Executive delivering one of these demonstrators in its Net Zero Centre of Excellence site at Newtownabbey, outside Belfast over the next three years.

As part of the project, the Housing Executive has agreed to install geothermal boreholes at the Newtownabbey location to support a ground source heat pump, demonstrating how this new technology can heat residential houses.

ENERGYCLOUD NI: Energy Cloud is an initiative to create solutions to divert surplus renewable energy, which would otherwise be wasted, to homes based in Northern Ireland, with a primary focus on those in fuel poverty. The Housing Executive is planning a small pilot programme in Omagh of up to 20 houses to evaluate the outcomes of this pilot for both the householders and landlord. The plan is to use the potential of otherwise curtailed wind energy to heat hot water tanks in an intermittent basis at no cost to tenants.

As the Home Energy Conservation Authority (HECA) for Northern Ireland, part of the Housing Executive's Development strategy is to deliver its statutory responsibilities and to promote energy efficiency and advice to all NI households. During 2024/25, the Northern Ireland Energy Advice Service (NIEAS) helped our community with almost 20,000 unique queries. This advice offers vital help on energy cost saving information to vulnerable householders, older people and those on low incomes. The NIEAS team annually signposts almost 50% of their calls to available energy grants, helping 10,949 customers in 2024/25.

The Housing Executive launched a new interactive Home Energy Saving Tool in November 2023, in collaboration with the Energy Saving Trust, using local data. This tool helps householders lower their energy bills and make their home more comfortable, and it had 1,659 users in 2024/25. This easy to use tool helps determine how energy efficient a home is, and what changes would make a home more energy efficient (to use the tool, visit our website: <https://energyadvicetool.nihe.gov.uk/>).

The Sustainable Development Unit continues to sponsor the Energy Topic, one of ten 'Eco-Schools Topics' linked to the Schools Energy Efficiency Awareness Programme. Teacher and pupil resources are offered under this topic. An annual Eco-Competition is organised by the Housing Executive, in partnership with Keep Northern Ireland Beautiful's Eco-Schools NI, and is open to all primary and post primary schools. In 2024, five winners across NI scooped a prize in a fun competition and each winner received their own eco-laptop and £500 for their school to use toward an eco-project. With support through the Sustainable Development Unit, the successful Architects of Change programme is once again being delivered by Ulster University in schools across Belfast from January 2025.

Some of our Sustainable Development highlights throughout 2024-25 include:

- **Education and Empowerment:** NI Energy Advice Service received 19,976 queries and signposted or referred 10,949 customers during 2024/25;
- **Governance:** The Housing Executive once again maintained Platinum status in the Business In the Community Environmental Benchmarking Survey 2024;
- **Health and Wellbeing:** we planted our 1 millionth tree in summer 2024;
- **Built Environment:** The first 141 units of our low carbon retrofit programme are now 'practically or fully' complete;
- **Governance:** Our Organisational Climate Adaptation Plan is underway in conjunction with Climate NI;
- **Sustainable Communities:** We successfully secured funding for a geothermal demonstrator within the GEMINI €20M EU PeacePlus project, with 15 partners across Ireland;
- **Governance:** The Housing Centre and Direct Labour Organisation have maintained the ISO 14001:2015 Environmental Accreditations;
- **Built Environment:** First new-build scheme built to 'PassivHaus' certified standards in North Belfast; and
- **Governance:** Later in 2025 we will introduce a Sustainability Reporting mechanism to support our Sustainable Development Strategy.

Looking forward, the Housing Executive will continue to collaborate closely with DfC, as well as the Utility Regulator, local Councils and other key stakeholders, to secure further reductions in energy consumption, deliver improvements in energy efficiency and to conduct research which will help to inform the development of de-carbonised heating solutions and improved energy efficiency. All of this work will assist in the on-going effort to alleviate fuel poverty and minimise carbon emissions across all households in Northern Ireland. During 2025/26 we will commence formal reporting on Scope 1 and 2 carbon emissions of the organisation, as required under the Climate Change Act (Northern Ireland) 2022. The reporting will be co-ordinated by the Department of Environment, Agriculture and Rural Affairs and will include all government departments, arm's length bodies, local Councils and other stakeholders.

Irish Traveller Accommodation Strategy

The Housing Executive worked in partnership to commence the redevelopment of two existing sites to ensure the availability of culturally sensitive accommodation for Irish Travellers by 2024/25 (RSO 1.8.1). We remain working towards the identification of two new sites and to bring forward planning applications in Belfast and Magherafelt (RSO 1.8.2).

The redevelopment of sites at Legahory Close, Craigavon and Ballyarnett Park, Derry/Londonderry have progressed throughout the year. The business case has been completed for Legahory Close with planning approvals to be sought prior to the appointment of a contractor. Business case development is nearing completion for Ballyarnett. Both schemes are expected to start on site during 2025/26.

The Housing Executive has been working with Belfast City Council to identify a suitable site for Irish Traveller accommodation in the Belfast City Council area. In parallel, and in the event that no suitable site is identified in the short term, the Housing Executive is also working with the Council to make provision for land to be zoned in the Local Policies Plan as part of the Local Development Plan process.

The Housing Executive continues to work with Mid Ulster Council with regard to the planning application for a serviced site which was submitted in November 2022 and which a determination remains outstanding.

The Irish Travellers Accommodation Strategy 2021-2026 was published on the Housing Executive website in July 2021. The Strategy aims to:

- Address the range of accommodation needs of Irish Travellers; and
- Ensure the provision of adequate and suitable accommodation for Irish Travellers that meets their needs, promotes their equality of opportunity and promotes good relations among Irish Traveller households and between Irish Travellers and other members of the community.

Year 4 of the Strategy has completed with progress made across all achievable actions including:

- Irish Traveller Accommodation Needs Assessment methodology has been completed. Work to implement the new methodology and develop a system for Irish Traveller applications is progressing;

- The Housing Executive has written to all Community Planning Partnerships to raise awareness of Irish Traveller housing needs and to seek assistance with site identification; and,
- Accommodation management policy for serviced sites is progressing. This will provide Housing Executive staff with guidance on the management for Irish Traveller sites as well as a new system to record applications for the Irish Traveller community.

Throughout 2025/26 work will continue on the delivery of two (sub) Objectives:

- RSO 1.8.1 (Working in partnership commence the redevelopment of two existing sites to ensure the availability of culturally sensitive accommodation for Irish Travellers by 2024/25). During the past year, RSO 1.8.1 experienced slippage due to delays with our appointed consultant to design the scheme (Ballyarnett) and with the issues around temporary decanting when scheme works commence (Legahory). Due to this the (sub) Objective was assessed as Amber at year end. Whilst there has been in year slippage, significant work and progress has been made in 2024/25 in relation to the delivery of the overall objective, and issues are being appropriately addressed, with work on the two redevelopment schemes continuing.
- RSO 1.8.2 (Work to source two new sites and bring forward planning application in Belfast and Magherafelt). We continue to work with Belfast City Council on the potential zoning of appropriate lands through the Local Development Plan process while looking to identify suitable sites through the Development Management process. There have been a number of challenges in the delivery of this, many of which are outside of the Housing Executive's control for both the Belfast and Magherafelt sites.

In addition, the Irish Travellers Accommodation Strategy 2021-26 will be reviewed, and a new Strategy will be developed over the coming year for launch in 2026.

Social Housing Development Programme

The Social Housing Development Programme (SHDP) is a programme of planned social housing construction and provision. The Housing Executive's Development Programme Group (DPG) manages the delivery of the SHDP on behalf of DfC. The SHDP is managed

on a rolling three-year basis, with each iteration subject to approval, both from the Housing Executive's Board and DfC.

All new social housing is developed and delivered by Housing Associations. DPG manages the delivery of the SHDP through close working relationships with these associations, plus a range of internal parties (including the Housing Executive's three Regional Place Shaping teams, Land and Housing Analytics Unit and the Supporting People Team) as well as external stakeholders (including DfC, Council Planning Departments, and Land and Property Services).

The 2024/25 year was a year of budget uncertainty. The initial budget allocation was not confirmed until June 2024 and fell significantly short of the budget ask of £193m to support 2,000 new starts on units of housing. The initial allocation of £116.3m covered circa £102m commitment/inescapable spend, which left limited new-year spend for New Starts, (PAN) 01/21⁶ and Adaptations. The initial 400 new starts projected at this stage was supported by the utilisation of circa £20m of Housing Associations Disposal Proceeds Funds.

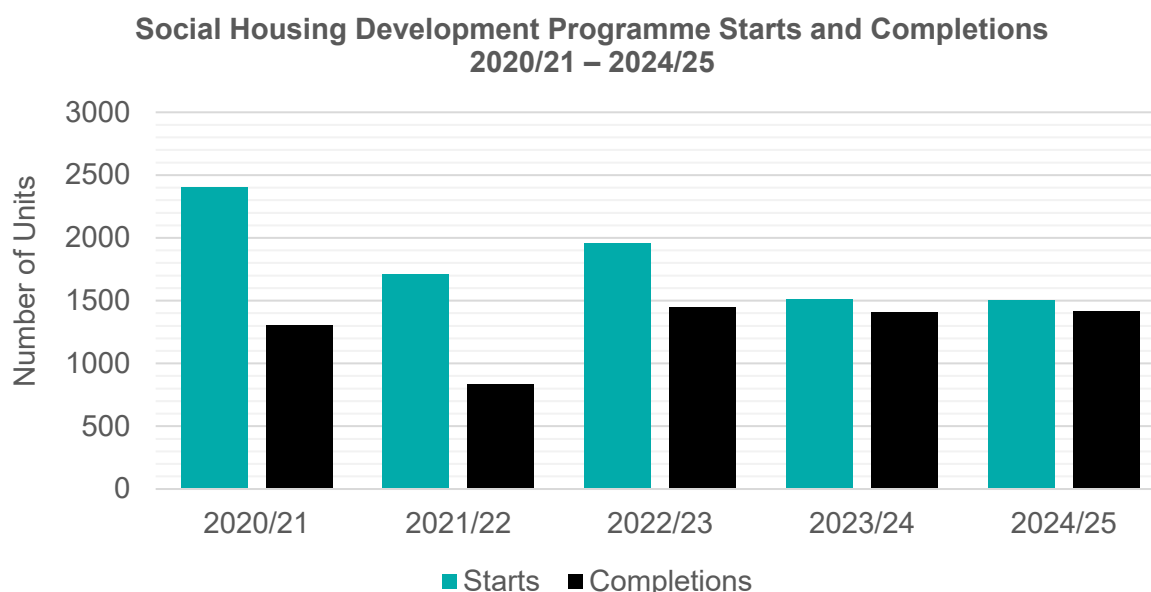
With in-year monitoring rounds in June, October and January, the closing budget allocation for 2024/25 was circa £173.2m. This was made up of £141.7m for SHDP and £31.5m for the Housing for All⁷ programme, and it was hoped 1,500 New Starts could be achieved.

It should be noted that the final spend figure was circa £176.9m for 2024/25, which led to 1,504 New Starts in 2024/25, against the closing budget allocation of £173.2m. The overspend of £3.7m was agreed with DfC upon notification of internal funding reallocations.

As Housing Associations delivered starts on 1,504 new social homes (across 72 schemes) against a target of 1,500, the corresponding KPI (RSKPI 1.2.1) was achieved. Additionally, there were 1,410 completions against a target of 1,400, and again, the corresponding KPI (RSKPI 1.2.2) was achieved. These new social homes will address a range of housing needs across Northern Ireland for client groups including single people, families, older people and Applicants with Complex Needs. A total of 439 Housing For All units were also delivered across eight schemes.

⁶ (PAN) 01/21 is Procurement Advisory Note which was approved by the NI Executive with effect from 2 August 2021. The document focuses on construction material price increases following the global pandemic, and how Government Departments in Northern Ireland can respond.

⁷ The Housing Executive is responsible for the 'Housing for All' Shared Housing Programme. The programme is helping to create inclusive, safe and sustainable neighbourhoods and emerged from Northern Ireland Executive's Together: Building a United Community (T:Buc) strategy.



Additionally, the Housing Executive monitors the delivery of new homes constructed to Wheelchair Design Standards and new homes built in rural locations. There is an on-going annual target for 10% of General Needs New Build units within eligible schemes to be built to Wheelchair Design Standards (RSPI 1.2.3). Of the 1,504 SHDP Starts, 1,148 units were eligible General Needs New Build. Of these, 125 units (10.89%) have been designed to Wheelchair Design Standards.

The target for 2024/25 was to deliver 13.05% of the total SHDP Starts in rural locations. Based on the Starts out-turn of 1,504 units, this equates to 196 Starts in rural locations. Of the 1,504 units (72 schemes) confirmed as 2024/25 SHDP Starts, 188 units (16 schemes) were in rural locations. This represents 12.5% of the 1,504 units confirmed as SHDP Starts. Work is on-going between DPG, the Housing Executive's Rural Unit, and housing associations to improve levels of new social housing provision in rural locations and review our rural targets.

DPG is also working closely with DfC and Housing Associations to bring forward Pilot Schemes to deliver new homes to higher standards in terms of Energy Efficiency, designs for older people, and City Centre living. In 2024/25 DPG assessed and approved five schemes under the Energy Efficiency pilot.

As well as managing the delivery of new social housing across Northern Ireland, DPG also provides grant assistance to housing associations to carry out vital adaptation work to their properties for tenants with disabilities. In 2024/25, a total of 751 Minor and Major Adaptation claims were received, with a total in year expenditure of £5.2m to facilitate these works.

Following the publication of Procurement Advice Note (PAN) 01/21 by the Department of Finance in August 2021, DPG also continued to process claims to reimburse housing associations via additional grant, to cover some of the costs sustained by contractors/developers due to ongoing increases in the price of construction materials. DPG received and processed 24 claims of this type during the last financial year, with associated expenditure of approximately £4.04m.

In summary, the 2024/25 year presented significant early and ongoing budgetary challenges, yet we still exceeded key delivery targets in out-turn starts and completions. In the absence of budget certainty, the Housing Associations continued to progress their plans at risk, and continual positive stakeholder engagement ensured our targets were realised. It should be noted that similar levels of delivery risk and further budget uncertainty for 2025/26 may not yield the same positive out-turn.

Looking forward, against the backdrop of the Ministerial approval of the Housing Supply Strategy and agreed Programme for Government, it is the ambition of DfC and the Housing Executive to have started work on at least 5,850 new build social homes by 2027, subject to confirmation of annual budget.

Strategic Regeneration

Our Strategic Regeneration team works with internal and external partners to manage and deliver programmes to meet the housing needs and aspirations of our population, and to support the creation of balanced and sustainable communities. Our activities include facilitating housing growth, increasing the provision of social housing, and shaping places through planning and regeneration. These activities make an important contribution to improving the quality of life for all.

The Central Planning Policies Unit within Strategic Regeneration carries out and ensures two statutory functions set out in the Planning Act (Northern Ireland) 2011 and subordinate legislation are met. This legislation names the Housing Executive as a Statutory Consultee for the preparation of Local Development Plans, and in Development Management, helping to assist in the decision making on new development proposals. Work within the planning system allows us to engage with a range of other statutory consultees, agencies, and partners, including local communities.

New and Affordable Housing

As a statutory consultee in the Local Development Plan process, the Housing Executive has been successful in developing policies that are facilitating the provision of new affordable housing in mixed tenure developments. We continue to assist Councils to prepare and adopt Plan Strategies that include affordable housing policies. We also help Councils to prepare Supplementary Planning Guidance to support the implementation of policies. We are active in the development management process by providing evidence and responding to planning application consultations. This is securing a pipeline of land for affordable housing, helping to meet the needs of those in housing stress.

We are now contributing to the development of Local Policy Plans for Belfast, Fermanagh and Omagh, Mid and East Antrim, and Antrim and Newtownabbey. This will identify additional lands for future housing, including affordable housing.

Affordable housing policies within Local Development Plans will be a principal way to meet the housing needs of the whole community, and encourage mixed tenure housing development as a way to strengthen community cohesion. These policies are also central in the promotion of sustainable development, sustainable communities and place making.

Housing Executive Land Acquisition

The Land Asset Management Strategy (LAMS) was approved by the Housing Executive's Board in February 2023 and during the year work continued on Year 2 of the LAMS action plan. In 2023/24 we received Departmental approval of a Business case for a Housing Executive Land Acquisition (HELA) project. The aim of this pilot project is to identify and acquire land in public ownership, to support continued development of social housing through the Social Housing Development Programme (SHDP). The pilot aims to deliver 100 homes over a three-year period. This will assist the delivery of the Housing Executive and DfC's Housing Supply Strategy's objective of increasing housing supply and addressing housing stress within areas of acute housing need. In 2024/25, the focus was on formalisation of the project management and governance structures within the HELA project. A Project Board has been established, and the project is formally reported to the Strategic Housing Authority Programme Board. During the year the Project Lead changed in quarter four and the PID⁸ for the HELA project was developed in March 2025. Looking forward, in 2025/26 the Phase 1 delivery of the project will commence and continue to support the delivery of the wider Land Asset Management Strategy.

⁸ A Project Initiation Document (PID) defines a project in detail and is used by a Project Board to assess the progress of the project.

Influencing Policy

We help influence public policy that affects our communities, ensuring it meets needs; promotes safety, health and wellbeing; is citizen-focused; and supports inclusive, sustainable and cohesive housing and neighbourhoods. We influence policy through consultation response, working group memberships and by building relationships with key stakeholders. We actively support the inclusion of policies that address climate change and help the transition to net zero.

We will continue to advise on interests of national policy and provide evidence, to ensure that policy prioritises access to affordable, safe and good quality housing in balanced communities.

Intermediate Rent

We support DfC in the provision of Intermediate Rent. Intermediate Rent is a form of affordable rented housing, offering longer tenancies, high quality homes, and facilitating tenancy support services for those on lower or moderate incomes. This in turn, can benefit wider society by contributing to the creation and maintenance of diverse communities.

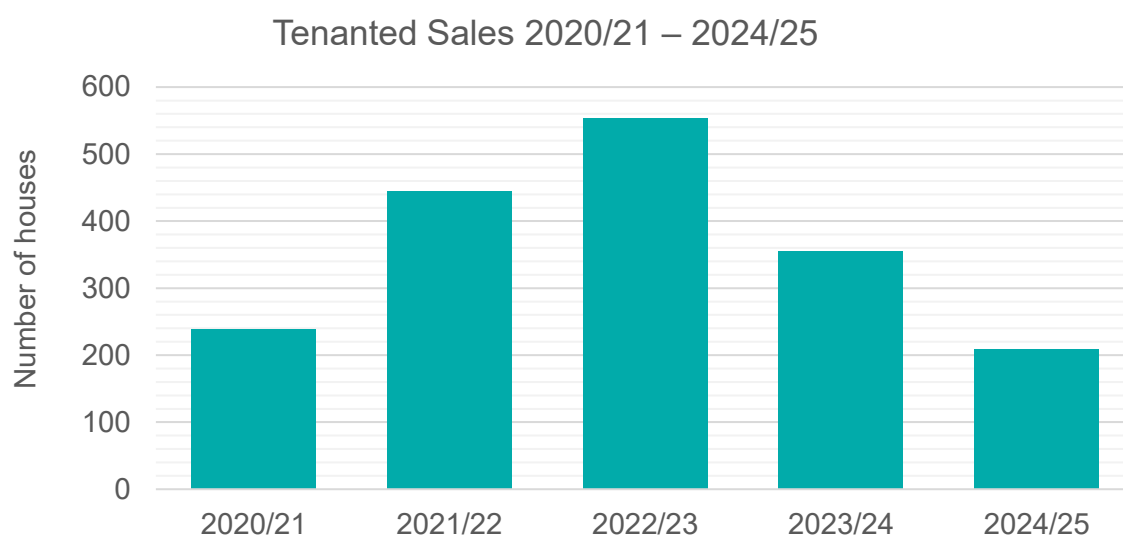
In 2024/25, Maple and May were announced by the Minister for Communities as the main provider of Intermediate Rent. In 2025/26, we will assist Maple and May to identify locations for Intermediate Rent by measuring need and demand, helping to effectively target this housing to where it is most needed.

House and Land Sales

Whilst delivered by our Strategic Housing Authority directorate, House Sales are a Landlord Services function. Throughout 2024/25 we continued to implement the House Sales Scheme (RSKPI 4.4.3), which provides an opportunity for tenants to own their home. During the year we sold 208⁹ homes under the scheme (compared to 356 in 2023/24), realising net capital receipts of £13.5m. This includes five properties for which the first tranche of equity was purchased through Equity Sharing and a capital receipt for the purchase of further equity tranches for one property. Additionally, two vacant dwellings were disposed of with receipts totalling £312k. In line with overall market conditions, the average valuation of sold houses

⁹ Due to differences in timing and reporting practices between our House Sales system and our Finance system, stated house sales figures may vary slightly between departments.

increased on the previous year, from £81.4k to £87.9. Three properties were purchased by the Housing Executive under the Scheme for the Purchase of Evacuated Dwellings (SPED) at a cost of £360k. One SPED property was sold on the open market with a capital receipt of £265k and three SPED properties were retained by the Housing Executive as stock to address housing need with capital receipts totalling £360k. We also disposed of surplus land realising £207k (before expenses).



Community Planning

As the Strategic Housing Authority and a statutory partner in the Community Planning process we have an important role in promoting the general wellbeing of our community and its citizens, and the need for housing for all tenures. Our Place Shaping Teams represent the Housing Executive's interest across all 11 Community Planning Partnerships and lead on the delivery of a number of key actions within the Community Plans.

In line with the Housing Supply Strategy 2024-2039, the Housing Executive is utilising its role in these partnerships to highlight gaps in housing supply and to identify and support sites for development in areas of acute housing need. As a community planning partner in each Council area, the Housing Executive continues to seek up to 20% affordable housing on appropriate development sites through Council Local Development Plans. A number of housing supply initiatives have commenced this year as part of our contribution to Community Planning, including:

- Belfast Place Shaping continuing to take a lead role with Community Planning Partners on the Housing Led Delivery Group. The group continues to identify and

assess the development potential of public sector lands, and this work is being carried out in parallel with the 'Call for Sites' for the emerging Local Policies Plan of Belfast Local Development Plan 2035. Belfast Place Shaping continue to support the '20% affordable housing' policy with both Belfast City Council and Lisburn and Castlereagh City Council, which will ensure delivery of housing to address the needs of all;

- The continuation of the place making approach with the completion of the Tullycarnet Plan and the commencement of a Place Making Plan for Glencairn. This approach in Tullycarnet has facilitated the co-designed regeneration of the area along with the community and other Community Planning partners. The key priorities of the plan continue to progress including the proposed redevelopment of King's Road flats;
- South Place Shaping having had a key role in co-designing Place Shaping plans to reflect the needs and priorities of communities progressing through the Community Planning Partnerships. South Place Shaping also take a lead role in the Armagh City Banbridge and Craigavon Council (ABC) Community Planning Place Board, which was established in 2022 to gain an understanding of initiatives which impact on 'places' throughout the Borough and to engage partners and stakeholders on developing place plans. Progress continues to be monitored with ABC Place Board for the Community Planning led Place Plans for Armagh and Banbridge and a further Place Plan for Dromore will be launched in Dromore Community Centre in May 2025. It is the ambition of the ABC Place Board to commence work in 2025 on a Place Plan for Craigavon Urban Area, bringing to life a vision to connect people and places and support inclusive and sustainable growth;
- South Place Shaping identifying lands in support of the 'Call for Sites' for the emerging Local Policies Plan of Fermanagh & Omagh Local Development Plan 2030, and continuing to support the '10% affordable housing' policy with Fermanagh & Omagh District Council which will support the increased supply of affordable housing across this District;
- The Housing Executive continuing to work with Mid Ulster Community Planning Partnership to develop an agreed set of principles to guide the development of social housing in Dungannon town centre. The purpose of this is to identify opportunities for the development of quality, affordable and sustainable housing which will address

identified need and also complement the character and building forms of the historic market town;

- Publishing the revised Housing Needs Action Plan 2024, by the Community Planning Housing Need Forum, chaired by the Housing Executive in Newry, Mourne and Down District Council area. In 2025, a number of focused meetings with the seven District Electoral Areas will examine opportunities to address rural housing need.
- North Place Shaping team continuing to lead on the housing actions within the Derry City and Strabane District Council Community Plan. Potential development sites within the city have been identified for schemes for residential and mixed-use development. Working in partnership with Derry City and Strabane District Council the Housing Executive have jointly commissioned research into the challenges and benefits of living in Derry City. The final report is due to be launched in Summer 2025 and then presented to the Derry City and Strabane District Community Planning Partnership. The report will inform wider regeneration strategies and will seek to align with DfC's Housing Supply Strategy, the Housing Executive's Housing Investment Plan for the area, and the emerging plans under the City Deal and Local Development Plan;
- North team leading a series of actions within the Community Plan for Causeway Coast & Glens, one of which focuses on Rural Needs. Following a presentation to the Partnership in February 2025, members will be invited to contribute to the formulation of a Rural Needs Test Programme for the Borough for the coming year. North Place Shaping continue to assess a number of opportunity sites with registered Housing Associations for new affordable homes in rural areas;
- Collaborating with Antrim & Newtownabbey Community Planning Team, to launch the review of our Place Shaping plans in New Mossley and Monkstown areas. The aim of both plans, which have been in place since 2016, has been to initiate housing led regeneration utilising the assets of partner organisations. As a result of the partnership approach both locations have seen the development of new social housing schemes on former derelict and vacant sites. The review report will seek to document how the local community and neighbourhoods have been affected by the new developments, and will seek to identify further opportunities for collaborative place shaping action on both locations; and
- Working in partnership with the Antrim & Newtownabbey Community Planning Team, the North Place Shaping Team have commissioned a new Place Shaping plan for the

Central Glengormley area. Following a series of consultations with partners and the community it is hoped that the report, with recommendations for action, will be available by Summer 2025.

Through the partnerships we also have the opportunity to utilise Data Sharing Agreements with Council partners to share information on public assets. This assists in the identification of potential sites for mixed use/mixed housing tenure developments in prime locations across Northern Ireland. Our Community Planning partnership work also contributes to the broader agenda to create communities where people want to live by participating in the co-design of services, and collaborating on actions to support community cohesion and improve the health and wellbeing of citizens.

Reaching Rural

We have long recognised the important role that our housing and housing services play in supporting and sustaining rural communities. The 'Reaching Rural: Rural Strategy 2021-2025' sets out our commitment to tailor our programmes and services to ensure that we meet the needs of people living in rural areas in an equitable way. The strategy focuses on the following three themes:

1. Supporting our rural customers;
2. Enabling the provision of affordable rural homes; and
3. Securing the future of our rural communities.

During 2024/25, Year 4 of the Rural Action Plan was successfully delivered, with progress being made against 26 of the 27 planned actions (RSO 1.9.1). An annual report detailing progress during Year 4 of the Rural Action Plan will be published in 2025/26.

Key achievements during 2024/25 included:

- 188 new social housing units were started in rural areas, supporting the sustainability of these communities. This represented 12.5% of the overall SHDP out-turn of 1,504 starts, against the strategic rural target of 13.05%. Although closer than previous years the continued shortfall emphasises the ongoing challenges of delivering new housing in rural communities;
- A Rural Housing Steering Group, with representatives from DfC, the Department of Agriculture, Environment and Rural Affairs, the Housing Executive, and Land &

Property Services, who continued to explore the barriers to rural housing development. Rural public land that may be suitable for social housing was reviewed, and a research piece was completed to consider the barriers and opportunities to rural social housing development. This research was published in March and the recommendations are still being reviewed (the published research can be accessed [here](#));

- The completion of nine Housing Need Tests during 2024/25 to uncover hidden housing need in rural areas. As part of this process we engaged with key stakeholders including community representatives, Community Planning partnerships, local elected representatives and Housing Associations. Tests were delivered at the following locations: Dervock, Loughgiel, Garrison, Cashell, The Rock, Swatragh, Seaforde, Clough, and Dundrum; and
- Organising the 2024 Rural Community Awards event in the Seamus Heaney HomePlace, Bellaghy, in partnership with the Rural Community Network who were launching their strategy. This was an extremely successful event, where prizes were presented to community groups and individuals, recognising their achievements and contribution to rural communities. The three categories were: Cleaner and Greener, Community Spirit and Community Champion both North and South. The runners up were from Bushmills, Dromore, Park Village/Learmount, Maghera, Cullybackey and Moneydarragh. The winners were from Dervock, Loughgilly, Glenravel, Laurencetown, Lenderg & Tullylish, Carnlough and Shrigley.

The Rural Needs Act (NI) 2016 Act places a statutory duty on the Housing Executive to have due regard to the needs of people in rural areas when developing, adopting, implementing or revising our policies, strategies and plans when designing and delivering our public services. The following table details 31 policies, strategies, plans and services the Housing Executive considered In 2024/25, to ensure that due regard was given to meeting the needs of people in rural areas in a fair and equitable way. There were 29 policies determined to have no differential impact on people in rural areas. Two policies were identified as having a differential impact, with mitigating actions included within each:

<p>Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016.</p>	<p>Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service.</p>
<p>Development of Community Involvement and Cohesion Strategy</p> <p><i>The rural policy area which the activity relates to:</i></p> <p>Rural Development</p>	<p>The Community Involvement Strategy and Community Cohesion Strategy has been merged into one composite document called Community Involvement and Cohesion Strategy.</p> <p>People in rural areas have a social and economic need for equitable access to community support services through community cohesion and involvement projects. The strategy aims to meet the community support needs of communities, irrespective of where they may reside. Issues identified in rural areas include access to internet/broadband/digital inclusion, geographical dispersion and gaps in communication and engagement within rural communities,</p> <p>The rural needs identified have influenced the policy. The delivery mechanisms that exist in rural areas will continue, namely the Rural Residents Forum, the re-introduction of the regional tier to the Housing Community Network, the existing engagement with the Rural Community Network, and the Housing Executive publications of Streets ahead and Rural Matters magazines which have circulation to rural customers, residents and groups. The Housing Executive will also continue to develop new groups in underrepresented locations.</p>
<p>Implementation of Placemaking through Community Planning Policy and Procedures</p>	<p>Rural needs have been identified and have influenced the development of this policy.</p> <p>This policy sets criteria for when to engage in a project and when not to, and thus, where the Housing Executive will choose to focus its community planning resources. People in</p>

<p>Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016.</p>	<p>Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service.</p>
<p><i>The rural policy area which the activity relates to:</i></p> <p>Rural Housing</p>	<p>rural areas have a higher level need for the project criteria to be set and weighted to allow rural projects to be fairly assessed. Amendments can be made to the scoring matrix to add in factors that would more fairly reflect the circumstances for rural areas.</p> <p>The nature of each placemaking project will vary meaning the needs of people in rural areas will be case specific.</p>
<p>Implementation of Wayleaves and Easements Over Housing Executive Land Policy</p> <p><i>The rural policy area which the activity relates to:</i></p> <p>Rural Housing</p>	<p>No specific rural needs were identified. The process to request for a wayleave, easement or Code Agreement over Housing Executive land in accordance with all legislative requirements is the same in both urban and rural areas.</p>
<p>Implementation of the amendment to House Sales Scheme – Sunningdale Gardens New Build Policy</p> <p><i>The rural policy area which the activity relates to:</i></p> <p>Other</p>	<p>No specific rural needs were identified. The proposal is to amend the statutory House Sales Scheme to exclude the six pilot properties at Sunningdale Gardens, Belfast and to disapply the provisions of the House Sales Scheme to these properties.</p>

<p>Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016.</p>	<p>Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service.</p>
<p>Implementation of General Health and Safety Risk Assessment Policy</p> <p><i>The rural policy area which the activity relates to:</i> Internal</p>	<p>No specific rural needs were identified. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas.</p>
<p>Implementation of Title Rectifications Policy</p> <p><i>The rural policy area which the activity relates to:</i> Rural Housing</p>	<p>No specific rural needs were identified. The policy will not impact differently on people in rural areas and will be applied equally irrespective of location.</p>
<p>Development of Social Enterprise Plus Strategy</p> <p><i>The rural policy area which the activity relates to:</i> Rural Development</p>	<p>There is a need to ensure that our rural communities have fair and equitable access to the support available through the Social Enterprise Strategy. The actions and approaches included in this strategy will have a positive impact irrespective of geographical location and enable fair and equitable treatment for all.</p>
<p>Implementation of Title Deeds Handling Policy</p> <p><i>The rural policy area which the activity relates to:</i> Internal</p>	<p>No specific rural needs were identified. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas.</p>

<p>Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016.</p>	<p>Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service.</p>
<p>Review of Strategy - Daisyfield and Greenbrae Irish Traveller sites</p> <p><i>The rural policy area which the activity relates to:</i></p> <p>Other</p>	<p>No specific rural needs were identified. The needs are the same for individuals within a rural area as those within an urban area with regards to identifying and operating Irish Traveller sites.</p>
<p>Implementation of Work at Height Policy</p> <p><i>The rural policy area which the activity relates to:</i></p> <p>Internal</p>	<p>No specific rural needs were identified. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas. The Housing executive will, so far as is reasonably practicable, provide a safe place of work to all employees, contractors, visitors and other persons.</p>
<p>Implementation of Control of Noise at Work Policy</p> <p><i>The rural policy area which the activity relates to:</i></p> <p>Internal</p>	<p>No specific rural needs were identified. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas.</p>
<p>Implementation of House Sales Scheme – Wider Amendments Policy</p> <p><i>The rural policy area which the activity relates to:</i></p> <p>Rural Housing</p>	<p>The social and economic needs of people in rural areas are the same as those for people in urban areas, which is to be afforded access to an affordable, sustainable and decent home, appropriate to their needs. The proposed amendments to the House Sales Scheme will help to retain social housing stock, against the context of increasing demand for public housing in both urban and rural areas, increasing demand for wheelchair/accessible accommodation. The amendments will reduce the financial risks to the landlord to sustain investment</p>

<p>Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016.</p>	<p>Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service.</p>
	<p>in existing stock. Therefore, the proposed amendments are not likely to differentially impact on people in rural areas, and will bring positive impacts for social housing provision.</p>
<p>Implementation of incident Reporting and Investigation Policy</p> <p><i>The rural policy area which the activity relates to:</i> Internal</p>	<p>The Housing Executive will, so far as is reasonably practicable, provide a safe place of work to all employees, contractors, visitors and other persons. Incident reporting and investigation provides learning outcomes to direct policy, risk assessments and training requirements.</p> <p>No specific rural needs were identified. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas.</p>
<p>Implementation of Display Screen Equipment Policy</p> <p><i>The rural policy area which the activity relates to:</i> Internal</p>	<p>The Housing Executive will, so far as is reasonably practicable, provide a safe place of work to all employees, contractors, visitors and other persons.</p> <p>No specific rural needs were identified. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas.</p>
<p>Implementation of Land Transfers to Housing Association Policy</p> <p><i>The rural policy area which the activity relates to:</i> Rural Housing</p>	<p>The Land Transfers to Housing Associations Policy puts in place an administrative process to guide the transfer of ownership of a piece of Housing Executive owned land to a registered housing association. The procedures contained within it are equally applicable and effective irrespective of the geographical location of the piece of land being transferred or the location of housing association to which the land is being transferred.</p>

Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016.	Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service.
Implementation of Call Recording Policy, Procedures and Standards of Service <i>The rural policy area which the activity relates to:</i> Internal	<p>No specific rural needs were identified. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas.</p>
Implementation of Warranted Builders Communication Documents Policy. <i>The rural policy area which the activity relates to:</i> Internal	<p>No specific rural needs were identified. This policy will allow all applicants both rural and urban to have greater choice and protection when choosing a contractor to carry out much needed grant aided works in their home.</p>
Implementation of Land Disposals Policy <i>The rural policy area which the activity relates to:</i> Internal	<p>No specific rural needs were identified. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas.</p>
Implementation of Driving for Work and Workplace Transport Policy <i>The rural policy area which the activity relates to:</i> Internal	<p>This is a policy to promote safe driving practices within the NIHE staff and will have no influence on their rural needs. All staff will be treated on a fair and equitable way irrespective of their geographical location.</p>

<p>Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016.</p>	<p>Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service.</p>
<p>Implementation of Signing and Sealing Policy</p> <p><i>The rural policy area which the activity relates to:</i> Internal</p>	<p>This policy and procedure is an entirely internal one to the Housing Executive, which sets out how to carry out the administrative process for the signing and sealing of documents. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas.</p>
<p>Implementation of First Aid at Work Policy</p> <p><i>The rural policy area which the activity relates to:</i> Internal</p>	<p>No specific rural needs were identified. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas.</p>
<p>Implementation of Manual Handling Policy</p> <p><i>The rural policy area which the activity relates to:</i> Internal</p>	<p>The Housing Executive will, so far as is reasonably practicable, provide a safe place of work to all employees, contractors, visitors and other persons.</p> <p>This applies if our staff are from a rural area or are working in a rural area.</p>
<p>Implementation of Revised Safeguarding Policy and Procedures</p> <p><i>The rural policy area which the activity relates to:</i> Internal</p>	<p>This policy has no differential impact on people in rural areas. It is as relevant in a rural setting as it is in an urban setting. The procedures and reporting arrangements within the policy enable an equal standard of safeguarding care is applied regardless of whether a safeguarding concern is raised in a rural or urban area.</p>
<p>Implementation of Rent Increase Policy</p>	<p>All Housing Executive tenants, urban and rural, have their rent calculated under the Rent Scheme and are responsible for the</p>

<p>Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016.</p>	<p>Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service.</p>
<p><i>The rural policy area which the activity relates to:</i></p> <p>Rural Housing</p>	<p>payment of same. The primary consideration in terms of social and economic needs relevant to the proposed rent increase would be the affordability of any rent increase. Rural needs did not influence the overall proposal. The proposal is to increase Housing Executive rents would be applicable to tenants located in both urban and rural locations and is based on the attributes of the property rather than the location.</p>
<p>Development of Community Safety Strategy 2025-2030</p> <p><i>The rural policy area which the activity relates to:</i> Rural Crime and Community Safety</p>	<p>The majority of actions and approaches in this strategy will have a positive impact irrespective of geographical location and enable fair and equitable treatment for all. However, we recognise there are issues with digital connectivity in some rural areas which could make some of the communication approaches in the new strategy less effective in rural areas. Additionally, cutbacks in funding for support services and the availability of certain programmes might also have an impact across all areas. We are working with partner agencies to ensure that support services are available across the province, and we are up to date with new support services or streams and working with departments to publicise these. We are also working to develop and improve digital communication channels. We will ensure that in addition to this, we will maintain traditional communication channels with our tenants (e.g. local press and leaflets) so they are not detrimentally affected by not having internet access. We will work with our tenants to communicate in an effective way suitable for their needs.</p> <p>We will continue to work with partner agencies to identify available support services and promote them via various</p>

Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016.	Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service.
	<p>channels including through the local office, social media etc., as appropriate.</p> <p>We will also work with the Rural & Regeneration Unit to publicise the work ongoing through the Strategy, and to increase awareness of how we can be contacted by tenants for advice and support. We will continue to work with our communications department to publicise and show the ongoing work, as well as any upcoming events etc.</p> <p>Additionally we have ensured that our local offices adopt a consistent approach to dealing with anti-social behaviour, with regards to both interventions and support. This enables a consistent standard of service for all people living in our estates irrespective of geographical location. We will maximise the use of all existing services to assist in addressing anti-social behaviour. We will continue to engage at a local level as well at interagency meetings etc. which will allow us to be better informed about what we need to do and how we target resources.</p>
Implementation of Housing Executive Land Acquisition Plan <i>The rural policy area which the activity relates to:</i> Rural Development	<p>Housing Executive Land Acquisition has a dual purpose; to increase capacity of the Social Housing Development Programme and also to increase delivery in areas of acute housing need where compliance with the strategic guidelines has not been achieved. Housing Executive Land Acquisition therefore will be a targeted approach to identify sites where there is strong need, where the proposed mix will meet the housing need and the land should be within a sustainable location. Place Shaping teams will have responsibility for</p>

<p>Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016.</p>	<p>Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service.</p>
	<p>ensuring site Identification in areas of acute housing need, including within rural areas, and the most appropriate approach is selected to bring forward suitable sites. Housing Executive Land Acquisition can therefore help facilitate rural development by offering the potential to identify and acquire rural sites. The additional delivery of affordable housing can help meet the housing needs of rural people, contributing to their health and wellbeing.</p>
<p>Implementation of Housing Executive Risk Management Policy</p> <p><i>The rural policy area which the activity relates to:</i> Internal</p>	<p>No specific rural needs were identified. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas.</p>
<p>Implementation of New and Expectant Mothers Policy</p> <p><i>The rural policy area which the activity relates to:</i> Internal</p>	<p>No specific rural needs were identified. This policy applies to all Housing Executive employees regardless of whether they live/work in rural or urban areas.</p>
<p>Implementation of Health and safety in Construction Policy</p> <p><i>The rural policy area which the activity relates to:</i> Internal</p>	<p>The Housing executive will, so far as is reasonably practicable, provide a safe place of work to all employees, contractors, visitors and other persons.</p> <p>This applies if our staff are from a rural area or are working in a rural area. The same arrangements apply in construction safety irrespective of location.</p>

<p>Description of the activity undertaken by the public authority which is subject to section 1(1) of the Rural Needs Act (NI) 2016.</p>	<p>Describe how the public authority has had due regard to rural needs when developing, adopting, implementing or revising the policy, strategy or plan or when designing or delivering the public service.</p>
<p>Development of Social Investments Strategy 2025-2030</p> <p><i>The rural policy area which the activity relates to:</i></p> <p>Employment in Rural Areas</p>	<p>Social Enterprise is organic in that it responds to requests which arise from social housing communities in any part of NI. There is a standard assessment of all applications for funding. All requests for information and assistance are visited by a Social Investment staff member. The needs of each applicant will clearly dictate the help provided by the team. Where applicants come from a rural area Social Enterprise staff invariably make the applicants or groups aware of the need to link with NIHE Rural Team, Community Safety Team, Community Cohesion teams and Community Involvement. The funding award scheme and its criteria are published online and in Streets Ahead Magazine and are therefore available to all Housing Executive tenants and the wider public. All communities and individuals receive the same optimum service from the Social Enterprise team.</p>
<p>Implementation of Freedom of Information and Environmental Information Regulations Policy and Procedures for Handling Information Requests</p> <p><i>The rural policy area which the activity relates to:</i></p> <p>Internal</p>	<p>The legislation does not differentiate between urban and rural, so the same process applies. However, in some areas there may not be good internet access. Where there is no access to internet, Freedom of Information and Environmental Information Regulations requests can be received verbally and responses issued through post.</p>

Heritage in Housing

The Housing Executive recognises that empty homes and properties are a wasted opportunity, and that bringing them back into use, where it is possible to do so in a cost-effective way, will help to increase housing supply and regenerate communities. Heritage in Housing (HIH) is a match funding programme from the Housing Executive, developed to support the Heritage Lottery Fund (HLF) Townscape Heritage Initiative (THI), by reinstating empty upper floors of landmark buildings within conservation areas for affordable private rent. In 2024/25, the HIH match funding programme contributed £56,000 towards the restoration of nine empty properties in the THI areas of Armagh and Lurgan, providing accommodation for private rent within these centres. Between 2015 and 2025 the Housing Executive has provided funding totalling £798k for the HIH programme which has contributed to the restoration of 32 empty properties and the provision of rental accommodation within eight designated townscape conservation areas.

Small Pockets of Deprivation Programme

The Small Pockets of Deprivation (SPOD) Programme provides an invaluable source of support to communities in need, and has made a discernible difference to the lives of people in the communities and estates it was designed to serve. It was introduced by the then Department for Social Development in April 2006, in response to an identified need to target a number of isolated pockets of deprivation, with very small populations, not large enough to allow an effective integrated regeneration strategy to be developed under the Neighbourhood Renewal Strategy. The programme mirrors the larger Neighbourhood Renewal Programme in terms of its criterion, targeting initiatives under one or more of the four Neighbourhood Renewal Strategy strategic objectives of Community, Economic, Social and Physical renewal. With a budget of £468k in 2024/25, the SPOD Programme provided funding support to 13 areas for activities. These included: the running costs and maintenance for community premises within Housing Executive estates, which in-turn allow for signposting to services and advice; salaries or contributions to salaries to run projects and community premises; training and courses; initiatives to support young and older residents; environmental equipment and programmes; and health and wellbeing projects. Additional support payments were also issued to tackle the cost-of-living crisis.

Housing Research

In preparation for 2024/25, the Housing Executive formulated a client-led research programme that aimed to support the development of housing policy and strategy. However,

the continued challenging funding context meant that, for a second consecutive year, it was not possible to commission the majority of the new projects that had been requested by various teams within the organisation.

Nevertheless, work continued on a number of statutory and contractually committed strands of work. Following completion of fieldwork in 2023, work on validation and quality assurance of House Condition Survey data progressed during 2024/25. However, arising from issues relating to the recruitment and appointment of surveyors and resulting workload pressures at the fieldwork stage, a number of additional strands of validation and quality assurance work were required. This delayed the drafting of the preliminary report on dwelling stock and tenure, which had originally been planned for March 2025, and meant that the principal objective for the Research Unit in 2024/25 was not achieved. While this was disappointing, prioritisation of data quality was considered to be critical in the longer term, given the range and policy importance of outputs from the House Condition Survey – including those that feed into climate, energy efficiency and sustainability activities. The target to produce a preliminary report (RS O 1.3.3) was not achieved, and was assessed as Red, although the preliminary report is now planned for September 2025.

As well as the House Condition Survey, activity continued on 11 other commissioned projects that had been carried forward from 2023/24, as well as several strands of in-house work. One new commissioned project commenced, funded by the internal client division. Of the total 22 work strands under way during the year (including the Northern Ireland House Condition Survey), five were fully completed by March 2025 and nine were progressing in line with planned timescales. A further three had been slightly delayed due to resourcing issues, other priorities on the client side and introduction of new procurement regulations, and the remaining four projects were completed, subject to internal sign-off processes.

Research completed/published during 2024/25 provided evidence and insights to inform service delivery and policy, including:

- Tenant satisfaction (Continuous Tenant Omnibus Survey);
- Rural affordable housing delivery;
- Regulation of letting agents;
- Provision of insights on house prices and rents; and
- Development of the Housing Executive's updated Communities Strategy.

The draft programme for 2025/26 takes account of existing needs carried forward from the 2024/25 programme, as well as new requirements identified by internal and external clients

to help ensure effective service delivery and strategy and policy development. At the time of writing, confirmation of the funding allocation for commissioned research activity was still awaited. More information on the Housing Executive's research is available at: www.nihe.gov.uk/Working-With-Us/Research.

Finance, Audit and Assurance

The core function of the Finance, Audit and Assurance Division is to develop a robust corporate governance framework within which we support strong, effective decisions across the Housing Executive.

Finance, Audit and Assurance KPI Performance for 2024/25 is shown below.

Total KPIs/PIs/SOs	Green	Amber	Red	Monitoring	Not assessed using RAG
8	5			3	

Housing Benefit Administration

The Finance, Audit, and Assurance Division is operationally responsible for the management and delivery of the Housing Benefit function. However, as Housing Benefit is a statutory responsibility funded from the Strategic Housing Authority budget, for consistency its performance is reported against the Strategic Housing Authority. It is important the right people receive the right benefit at the right time, therefore the Housing Benefit PI (FAAPI 5.4.5) to 'Ensure the effective and efficient delivery of the Housing Benefit Service in line with agreed performance indicators, including the transition to Universal Credit' was composed of eleven milestones in 2024/25, all of which were successfully achieved. Performance for 2024/25 is shown below:

Housing Benefit PI Target and Performance 2024/25:	2024/25 Target	2024/25 Performance
PI Milestone and Code		
FAAPI 5.4.5.1: Process new Housing Benefit (HB) claims within an average of 12 days.	12 days (average)	7.39 days
FAAPI 5.4.5.2: Process change of circumstances claims within an average of 5 days.	5 days (average)	1.52 days

Housing Benefit PI Target and Performance 2024/25:	2024/25 Target	2024/25 Performance
PI Milestone and Code		
FAAPI 5.4.5.3: Ensure an accuracy rate of 97% for HB award assessments.	97%	98.39%
FAAPI 5.4.5.4: Recover Overpayments to the value of £6.4 million.	£6.4 million	£8.7 million
FAAPI 5.4.5.5: Process 60% of new claims within 10 days of receipt of the claim.	60%	80.73%
FAAPI 5.4.5.6: 98% of new claims decided within 14 days of having all information.	98%	99.80%
FAAPI 5.4.5.7: Process new owner-occupier Housing Benefit (HB) claims within an average of 15 days.	15 days (average)	6.80 days
FAAPI 5.4.5.8: Process owner-occupier change of circumstances claims within an average of 5 days.	5 days (average)	1.71 days
FAAPI 5.4.5.9: Ensure an accuracy rate of 97% for HB award assessments in the owner-occupied sector	97%	98.71%
FAAPI 5.4.5.10: Process 60% of new owner-occupier claims within 10 days of receipt of the claim.	60%	80.90%
FAAPI 5.4.5.11: 97% of new owner-occupier claims decided within 14 days of having all information.	97%	99.93%

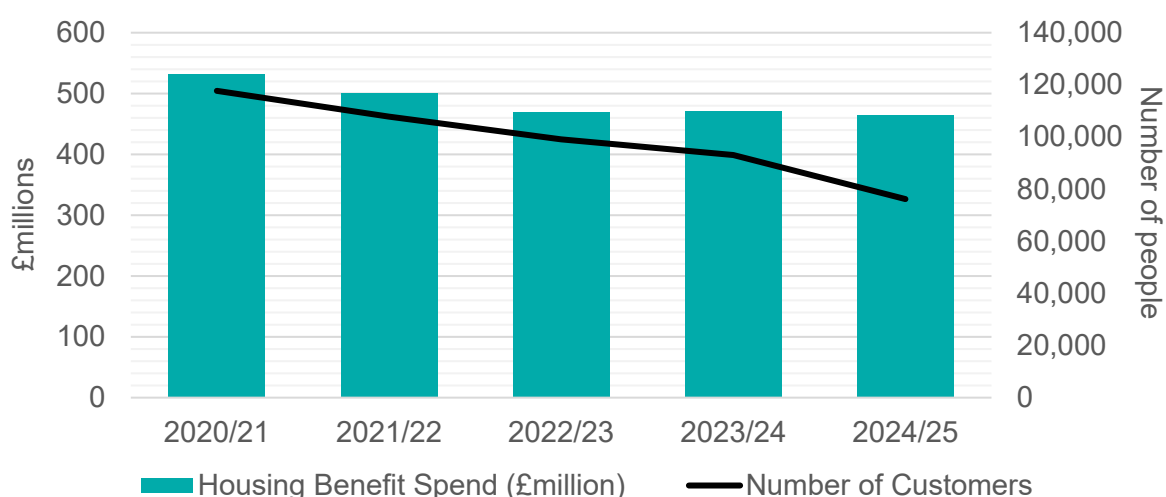
At the end of March 2025 there were 76,167 customers living in the rented sector and claiming Housing Benefit (HB) broken down as follows:

Tenure	Number of Customers
Housing Executive tenants	33,436
Housing association tenants	18,898
Hostel claims	3,209
Private rented sector tenants	20,624

Over the course of the year we:

- Paid out £464.77m in Housing Benefit, excluding Discretionary Housing Payments;
- Assessed 14,830 new claims for Housing Benefit and dealt with 146,129 changes to existing claims notified by claimants; and
- Processed 2,567,883 changes notified via the Department for Work and Pensions information system that informs local authorities of any change to other social security benefits or tax credits.

Annual Housing Benefit Spend and Annual Number of Housing Benefit Customers 2020/21 – 2024/25



Additional financial assistance was delivered to 7,336 customers through the Discretionary Housing Payment Scheme, with awards totalling circa £2m being made over the course of the year. Distribution under Housing Benefit and the Discretionary Housing Payment scheme for the financial year totalled £466.7m compared with £479.2m for 2023/24.

Further help with rates charges was also provided through the Low Income Rate Relief (LIRR) and Lone Pensioner Allowance (LPA) Schemes. During 2024/25 a total of £1.06m was paid in LIRR to Housing Executive and housing association tenants, with an additional £662k paid in LIRR to tenants in the private rented sector. Total caseload including the private rented sector is recorded as 6,528 at the end of March 2025. A further £115k in LPA was paid to Housing Executive and housing association tenants, with an additional £710k paid in LPA to tenants in the private rented sector. Total caseload including the private rented sector is recorded as 4,646 at the end of March 2025.

Throughout 2024/25 we have maintained our focus on the prevention and detection of fraud and error in the HB system. During 2024/25 sanctions were taken against 13 claimants for Housing Benefit fraud, and we recovered around £8.7 million of overpaid HB, of which £0.62m was recovered directly from Housing Executive tenants through Housing Benefit payments in year.

The administration of Housing Benefit (Rates) and Low Income Rate Relief for Owner-Occupiers

On 1 June 2022, the Housing Executive became responsible for the administration of Housing Benefit (Rates) and LIRR for owner-occupiers. At the end of March 2025 there were 32,097 owner-occupiers claiming Housing Benefit (Rates) and LIRR.

Between 1 April 2024 and 31 March 2025, we paid out £32.8m in Housing Benefit (Rates) and LIRR, assessing 1,394 new claims, and dealing with 14,030 changes to existing claims notified by claimants and 1,080,067 changes notified via the Department for Work and Pensions information system that informs local authorities of any change to other social security benefits or tax credits.

Welfare Reform and Housing Benefit Projects

The Finance, Audit, and Assurance Division administer the Welfare Reform function on behalf of the Strategic Housing Authority. The Housing Benefit Projects Team oversees Welfare Reform changes through the Move to Universal Credit (UC).

Universal Credit (UC) has been rolled out to all areas with the completion date of 5 December 2018 achieved. Natural Migration continues with working-age customers moving to UC should they have a significant change in their circumstances.

In 2024/25, 15,611 HB customers moved to UC. Of these, 2,297 customers moved naturally due to changes in their circumstances, and 13,314 customers moved as they were invited to make a claim for UC as part of the managed migration process.

By the end of the 2024/25 financial year, the department had completed the migration of those people in receipt of Tax Credits with a legacy benefit.

Throughout 2025/26, working age customers will continue to migrate to UC as follows:

- From **February 2025** Income Support with Housing Benefit;
- From **March 2025** Housing Benefit only;
- From **April 2025** Job Seeker's Allowance and Housing Benefit; and
- From **May 2025** Employment and Support Allowance and Housing Benefit.

It is anticipated that HB for non-working age customers, all customers in supported and temporary accommodation, Discretionary Housing Payments and HB Overpayments will remain with the Housing Executive.

Customer Support & Engagement

Throughout the year the Housing Executive worked to ensure that customers were aware of the Discretionary Housing Payment (DHP) scheme to help maximise uptake by working with our Communications Team to develop a bespoke communications plan for DHPs. This included the issuing of a press release to all media and a social media plan with bespoke graphics to ensure we raise awareness of the scheme so that we are helping and supporting as many people as possible.

In addition, in January 2025 the Housing Benefit Team wrote to 18,681 customers in receipt of Housing Benefit and living in the private rented sector to advise them that if they have a shortfall between the rent charged by their landlord and the rent we use to calculate their Housing Benefit award, they may be entitled to additional financial help with their rent charges through the DHP scheme, and we advised customers of how to make an application.

We also worked to ensure that low income pension age households were aware of the extra financial support which is available through Pension Credit. We achieved this by writing to all pension age households in receipt of HB (15,754) and not currently in receipt of Pension Credit to make them aware of Pension Credit and what other support it can entitle them to.

Corporate Investigation and Security

The Housing Executive's Corporate Investigation Unit (CIU) are responsible for investigating:

- Fraud and other financial crime;
- Whistleblowing;
- Tenancy Fraud; and
- Technical Investigations.

The unit is composed of three teams of investigators and in 2024/25 the Corporate and Technical Investigation teams investigated 7 corporate fraud cases and 11 whistleblowing cases. Within the past financial year two historic corporate fraud cases were prosecuted with steps currently being taken to recover financial losses sustained. Any lessons learned from corporate investigations have been communicated to Senior Management to prevent reoccurrence with prevention being a key priority in terms of the objectives of the unit.

In 2024/25 the Tenancy Fraud Unit investigated 136 cases that resulted in 45 dwellings being recovered for reallocation to those in need of social housing. 6 Fraudulent Housing Applications were withdrawn, 3 applications that had fraudulent housing selection points had these points removed and 2 fraudulent succession/assignment applications were denied. The unit has demonstrated significant value for money for the Housing Executive, and through its investigative activities have provided homes for reallocation to tenants on the social housing waiting list, prevented loss of public money and investigated suspected cases whereby false information has been provided as part of a housing assessment.

Future priorities for the Tenancy Fraud Unit centre on continuing engagement with the Tenancy Fraud Oversight Group, working with the Department for Communities (DFC), Northern Ireland Federation of Housing Associations (NIFHA) and Registered Housing Associations (RHA) in Northern Ireland. The proposed implementation of a Financial Provisions Bill will provide powers for the Housing Executive's Tenancy Fraud unit to conduct complex tenancy fraud investigations on behalf of Housing associations in NI.

The unit continues to work with the DfC who are commencing work on the development and implementation of legislation in Northern Ireland to reflect the Prevention of Social Housing Fraud Act of 2013 which is currently law in England and Wales. This will see dedicated legislation being implemented in Northern Ireland that will enhance the capabilities of the unit to investigate suspected cases of tenancy fraud as well as, taking action to recover losses, provide redress and impose sanctions.

Delivering the Housing Executive's ICT Strategy

The key focus for the IT Department in 2024/25 was the delivery of the ICT strategy – Blueprint Roadmap, which is grounded in the needs of our tenants and customers to digitise our services and improve customer outcomes. Our KPI to complete the delivery of the ICT strategy - Blueprint Roadmap (FAAO 5.1.1) was achieved.

2024/25 saw increasing expectation from both internal and external customers for new IT solutions, including digital services which are available on a 24/7 basis. The IT Service team worked collaboratively with the suppliers of our IT services to successfully process 14,000 service requests and over 18,000 incidents in 2024/25, in line with agreed Service Levels.

The first meeting of the Digital Futures & Innovation Board was held in November 2024 which set out the implementation of the next phase of the ICT Strategy.

The IT Department have worked in collaboration with Business teams on the development and/or implementation of a number of key business IT Systems during 2024/25 including:

- IT continued to implement enabling technological and collaboration tools including Office 365, MS Teams, Microsoft Exchange, Intune, the replacement Intranet, to facilitate new ways of working;
- Significant enhancements to the People Portal to facilitate both staff / managers in gaining access to key information from a single source;
- The Data Analytics, GIS¹⁰ and Application Development teams rolled out a number of applications and dashboards, providing data insight which enables managers to make informed and timely decisions;
- A number of enhancements to the Telephony and Contact Centre system to improve the high availability, performance and efficiency of the service for our customers (the Housing Executive handle over 90k calls per month);
- The new Supporting People IT system which went live at the end of September 2024;
- A new Grounds Maintenance IT system, implemented to manage Grounds Maintenance contracts. This system is being used by both internal Housing

¹⁰ Geographic Information System. GIS mapping adds layers of interactive digital data to traditional maps.

Executive staff and Grounds Maintenance Contractors, and mobile working will be enabled in early 2025/26;

- The implementation of the initial phase of the Fundamental Review of Allocations (FRA), with system development progressing in line with the project plan for the next phases. The implementation approach and date is subject to ongoing budget review. The development and configuration of the new Housing Options and Homelessness (HOAH) Project will go live in line with the rollout plan for the FRA project;
- The new Complaints IT system which went live in March 2025 and the development of the House Sales IT system commenced; and
- The new intranet (huddle) which was implemented in July 2024 as the key corporate communication platform for staff, with very positive user feedback received to date.

Looking forward, during 2025/26 the IT Department will be implementing the Digital Futures & Innovation Work Programme, to deliver the second year of the IT Strategy - Blueprint Roadmap. This will include further technology solutions to facilitate enhanced digital communication and team collaboration. The IT Department will continue to work in collaboration with key business teams to procure and rollout a number of IT solutions and major system enhancements including:

- The implementation of the recruitment solution as the remaining component of the new HR and Payroll systems;
- Further enhancements to the recently implemented Supporting People system;
- Procurement and implementation of the new Asset Management system;
- Procurement and implementation of the new DLO Workforce and Stock Management IT system;
- Further exploitation of the new Corporate Case Management platform to develop IT solutions for additional Use Cases (e.g. Legal Services);
- Phases 3-4 of the FRA and Housing and Homeless projects;
- Greater integration between the Housing Repairs system and Contractor systems to facilitate timely exchange of key job information;

- Embedding the Digital Workplace toolset through ongoing promotion and exploitation of Microsoft personal productivity and collaboration tools;
- Development of a Business Case for a new Telephony system (Unified Communications);
- Ongoing enhancements to the People Portal to further digitise HR services, IT support pages and Finance, Audit and Assurance Pages; and
- Continued development of data analytics solutions to provide insight for managers to enable informed decision making.

Financial Support Services

The delivery of key services by Financial Support Services continued successfully in year.

Key activities included:

- The key transactional requirements to process and record income and expenditure whilst preventing fraud and error;
- The provision of a payroll service;
- The provision of a management accounting service for Housing Executive Direct (formally the Direct Labour Organisation and working closely with Housing Executive Direct management to integrate finance into key decision making;
- Accounting for and processing Housing Benefit payments;
- Supporting and improving financial systems & reporting; and
- Providing an insurance and claims handling service.

As a support department, we provide services that support our customer facing colleagues and continually strive to improve the services delivered, whilst complying with accounting and statutory requirements. We are integral to developing the robust governance framework within which the Housing Executive works, including continuing to build a strong, effective working relationship with DfC.

Financial Development

Financial Development is responsible for ensuring that management of Housing Executive finances is integrated with service delivery and is carefully planned, managed and reported in line with our statutory responsibilities and organisational priorities. Key activities are as below:

Financial Planning

Understanding current and future year financial requirements is key to ensuring continuity of programme delivery and organisational outputs. Financial Planning's focus is on understanding organisational requirements and working with the senior management team to determine funding affordability in the short, medium and longer term. This involves regular liaison with the senior management team, Board and DfC officials to ensure we optimise funding opportunities and report on organisational performance.

Finance Business Partnering

Financial management within each Directorate is supported by a dedicated Finance Business Partnering team who provide specialist financial advice to support operational and strategic decision making in relation to an annual turnover of circa £1.2 billion. This role is critical to ensuring effective financial management, control and reporting is consistently exercised and promoted across all aspects of business activity.

Financial Accounting

The Financial Accounting team's focus is centred on ensuring compliance with statutory reporting requirements comprising the production of statutory annual accounts and other technical accounting returns required to facilitate wider Government reporting. The team also have responsibility for cash flow management including application of effective Treasury Management practices to maximise return on surplus cash balances.

Payments

Total payments of £742m were processed by the team. Approximately 491,000 invoices, grants, allowances, and other payments were processed. Of the invoices paid to suppliers, service providers and contractors, 92% were paid within 10 days and 99% within 30 days.

During the year substantial progress was also made in eliminating paper-based transactions and reducing manual keying to streamline processing.

Income

1.8 million payments totalling £695m were collected and accounted for. This includes payments from tenants, leaseholders, and Housing Benefit claimants, in addition to invoiced

accounts receivable. A wide variety of payment methods are offered to provide convenient alternatives to the customer and work continues to extend the range of methods across all payment types.

Housing Benefit of £464.77m (excluding Discretionary Housing Payments), funded by DfC was paid to tenants in both the public and private sectors. In addition, Low Income Rates Relief and Lone Pensioner Allowances of £1.8m (net of clawbacks and overpayment recoveries) was paid out on behalf of Land and Property Services.

Payroll

Payroll Services were provided to 3,433 employees and former employees. A revised pay structure was approved by DfC and Department of Finance (DoF) and implemented in year. The team worked closely with Human Resources to implement this major change in year, moving staff to new bands and processing revisions to pay for many staff as a result.

Finance Systems Development and Compliance

The Finance Systems and Compliance team maintain and support the key finance systems. The team manage the interfacing of payment and accounting information from a wide variety of business systems and manage system upgrades. Additionally they, implement business improvement projects, provide reporting/dashboards and support end users.

Focus this year has been on upgrading of the Finance System and the transfer of responsibility for payments to agency staff providers and utility bills to the team. Input was given to a range of organisational system projects facilitating critical interfaces into the finance system and ensuring that appropriate financial controls are in place to minimise fraud and error.

The team supported the divisional risk management processes, progression of audit recommendations and compliance activities for the wider Finance, Audit and Assurance Division, including the implementation of a new system for Responsible Officers to ensure that staff approving expenditure are aware of the need for controls and accountability when managing and spending public money.

Insurance & Claims

The team received 968 public liability claims in year, similar to the previous year. As a result of stabilising staff structures, great progress was made in year with claims outstanding reducing to the lowest level since the 2021/22 year. During the year focus continued on increasing the level of expertise within the Insurance and Claims section, with the aim of continuing to develop and improve our services. This journey started with the recruitment of a professionally qualified section head with experience in the insurance and claims industry and recruitment of staff with similar skills and attributes has continued as posts have become vacant. To embed awareness across the organisation the team have provided training opportunities to all staff.

This approach is resulting in benefits to the business through increased ability to deal with claims in-house, reducing cost and time to settle. The team have taken on additional work, dealing with damage claims beyond their traditional public liability claims. Improved processes for assisting colleagues dealing with litigated claims have been put in place. It is hoped that additional savings can be realised by reducing the need for claimants to appoint solicitors in cases where we accept liability. The team also provided training and advice in relation to claim prevention to the wider business and ensured that “lessons learned” are communicated.

Finance Business Partnering

The team continued to support the Housing Executive Direct (previously DLO) – our internal maintenance service. The teams provide a financial accounting and analysis service to Housing Executive Direct and are involved in the Evolve project to improve processes and provide better integration with Housing Services to improve delivery to our customers.

Internal Audit

Internal Audit worked with the Housing Executive senior managers to plan an annual programme of assurance, supporting the effective identification and management of key risks across the organisation. The delivery of this programme of work informed the Head of Internal Audit Annual Opinion and Report which provided the Chief Executive with independent assurance regarding the adequacy and effectiveness of risk management, control and governance at the Housing Executive during the last financial year. The Internal Audit team also worked with management to provide advisory input throughout the year in

response to new or emerging risks, particularly where new procedures were required to ensure these were satisfactorily governed.

From the 1 April 2025 internal audit teams in the public sector will be working to new internal audit standards, these are a combination of the global internal audit standards (GIAS) and the application note, global internal audit standards in the UK Public Sector. During 2024/25 Internal Audit performed a detailed gap analysis to inform an action plan to evolve our services to fully embrace the new Standards. Some of the key actions we will be taking include updating our Charter, Quality Assurance and Improvement Plan, Audit Manual and training and development plans. We will also be reviewing our approach to strategy development and assurance mapping.

Economics Services Unit (ESU)

ESU assisted the Housing Executive in making robust investment decisions in 2024/2025. The team helped ensure clients met their obligations regarding expenditure approval on around 51 proposals, including capital investments for maintenance, regeneration and new build schemes. Furthermore, approximately 19 of these proposals were submitted to, and subsequently achieved, NICS Departmental approval in 2024/25.

Across the reporting year, the economists within the unit mobilised quickly in reviewing proposals along with adding technical input and analysis where required to ensure business cases were robust, particularly those that enabled the delivery of key services or strategic priorities. As a result, 100% of assessment responses were provided within 10 working days of receipt, achieving the team's set target of 95%. The economists continued to embed the Department of Finance, 'Better Business Cases NI' guidance by making the appropriate business case resources and business case training accessible to all staff; and worked to keep Housing Executive Business Case and Post Project Evaluation policy, procedures and guidance up to date. Within the 2024/25 reporting period ESU also undertook an exercise, in collaboration with our Corporate Communications team, to migrate and redesign the Housing Executive Business Case Guidance Gateway intranet page onto the Housing Executive's intranet (Huddle) environment, delivering a refreshed and more accessible user experience.

In 2024/25 ESU engaged with the Housing Executive's Internal Audit during its audit of Business Case and Post Project Evaluation management. The final audit report concluded there is a satisfactory system of governance, risk management and control regarding business case management; it was also noted that the Economics Services Unit has

provided full training to staff, developed a range of guidance/resources and is open to engagement with business case owners.

During the year, ESU Economists have ongoing input into ad hoc policy analysis, research and economic briefings. ESU continue to produce and circulate the quarterly Housing Executive Economic Bulletin, first published in November 2022. The Bulletin covers a range of Northern Ireland household and macroeconomic indicators to provide a broad overview of the state of play within the economy and to inform Housing Executive users of statistical publications that could be used as evidence to inform Housing Executive policy decisions.

In the delivery of 'Five Case Model Business Case Development' training to Housing Executive staff, ESU increased the quantum of sessions delivered across the 2024/25 period, including offering bespoke sessions to specific work areas and individuals. More recently ESU developed and introduced sessions covering an introduction to the expenditure approval process and business case development which is delivered to Housing Executive Graduate Trainee entries as part of staff induction.

Looking ahead, ESU plans to continue to provide core economic services to Housing Executive colleagues, to best meet the needs of the organisation.

Risk and Governance

The Risk and Governance team is responsible for ensuring the ongoing implementation and development of the organisation's Governance Framework, and Risk Management and Assurance Framework. The team provide support to a range of key internal and external customers, notably the Housing Executive Board, its Committees and the Executive Team.

In 2024/25, the team supported the ongoing operation of the Board and its committees through provision of the support function, including administrative support. They also supported the continuous improvement of the governance structure through implementation of actions from the Board effectiveness review and committee effectiveness reviews.

During 2024/25 the team supported the onboarding and induction of new Board members, who were nominated from the Northern Ireland Housing Council and appointed to the Board of the Housing Executive, by the Minister for Communities. The team delivered a comprehensive induction programme for new members, to enable them to fulfil their roles as Board members.

The team also led on the ongoing implementation and monitoring of the new Arm's Length Bodies Partnership Agreement, in partnership with our sponsor Department, DfC. The new

partnership agreement included a number of increases in internal delegated authority that enabled further streamlining of decision-making.

The risk management team continued to develop the risk assessment and risk reporting framework with key customers during 2024/25. Notably the team led on the refresh of the Housing Executive's risk management policy and a review of the organisation's risk appetite.

During 2024/25 the team delivered on a range of business activities, including co-ordination and production of key assurance framework related outputs, including the Governance Statement and Quarterly Assurance Statements. This provided assurance to internal and external stakeholders as to the Housing Executive's governance and control environment.

Corporate Services

Corporate services KPI Performance for 2024/25 is shown below.

Total KPIs/PIs/SOs	Green	Amber	Red	Monitoring	Not assessed using RAG
15	13	1	1		

Human Resources Advisory

Our Human Resources Advisory Team is based within the Corporate Services Directorate and provides people orientated services for employees across the Housing Executive.

During the year the work of the Human Resources Advisory team concentrated on the delivery of our People Strategy. Further information on Human Resources Advisory can be found in our Remuneration and Staff Report in part two.

The key priorities and achievements of the team were:

- The Resourcing Team continued to deliver a significant programme of work this year as we implemented a comprehensive workforce plan; There were over 3,800 applicants for 221 recruitment exercises resulting in 252 appointments. Throughout the year we completed a number of large-scale recruitment exercises, including Housing Advisor/Patch Manager, Housing Customer Support Apprentice, and Trainee IT Data Analyst and Team Leader Patch Manager/Housing Advisor.
- We implemented our new pay and grading structure across the organisation to ensure our people are remunerated appropriately and fairly. Our Finance, IT and Human Resources teams worked together to ensure implementation of this very significant organisational review. We now have one pay structure for all of our employees, with short scales. The majority of our people have already assimilated across to our new grades.
- We continued to deliver a comprehensive Health and Wellbeing Strategy action plan across the organisation. Since being the first large public sector organisation to be awarded the 'We Invest in Wellbeing' Investors in People Silver accreditation in March 2024, the Health and Wellbeing team has continued to address the recommendations highlighted in the report. These actions have been incorporated into our action plan for 2024-2026. The Health and Wellbeing Steering Group and Health and Wellbeing Champions meet quarterly to deliver our action plan under five workstreams: Physical Health, Healthy Mind, Financial Wellbeing, Personal Growth &

Development and Be Connected. We continue to provide a wide range of health and wellbeing promotional information, activities and events throughout the year, embedding a culture of wellbeing at work.

- We continued to successfully embed our new Flexible Working Arrangements Policy across the Housing Executive. Our people reported the positive impact of this policy through our employee engagement survey, our 'We Invest in Wellbeing' accreditation and our Investors in People accreditation. The policy has had a positive impact on employee wellbeing, and has enabled us to attract people to come and work for the Housing Executive.
- We have also continued to embed our new Reasonable Adjustments Policy, which sets-out a consistent approach to considering and implementing reasonable adjustments for staff, including those with a disability. This consistent approach has helped ensure that appropriate adjustments are made for staff who require them, enabling them to remain in work, or has facilitated the movement of staff to more suitable roles to help facilitate their continued attendance at work.
- A significant amount of work has been carried out in recent years in relation to refreshing and updating core people management policies. During this year, reviews have been carried out of the Organisational Change, Dignity at Work, Disciplinary and Grievance policies, to ensure they remain fit for purpose and in line with best practice, and the updated policies have been published. Development work is continuing in relation to a number of other policies including Standby & Callout, Overtime, Travel & Subsistence and Annual Leave policies.
- Work has continued on the delivery of People Management masterclasses to ensure managers are equipped to implement key people management policies in their areas of responsibility. Delivery of these sessions this year focused on the Attendance Management policy, with 11 sessions carried out, and 193 managers trained across the organisation.

Our HR Advisory team had four KPIs, including a KPI shared with the Learning and Organisational Development Team (CS O 6.6.3) regarding compliance with Section 75 of the Northern Ireland Act 1998. Whilst the team successfully delivered three of their KPIs, one was not achieved: a target to reduce absence to 5.5% (CS KPI 6.3.1) was assessed as Red at year end. Despite significant work being undertaken to increase staff attendance by March 2025 our absence figure was 7.1% and the KPI was assessed as Red. This increase aligns

with trends across the wider UK workforce which has seen an increase of absence in recent years. A wide range of actions were taken to seek to improve attendance this included:

- Attendance management masterclasses which were delivered to focus the attention of our people managers on this important issue;
- HR and Data Analytics working closely together to develop improved absence reports from our new HR/Payroll system. Improved absence reporting in the near future will significantly enhance early interventions, case management and policy compliance;
- Continuing to deliver a full programme of awareness raising, training and many interventions to enable us to prevent absences for example through the new start and apprentice Induction programmes; Wellbeing Masterclasses as part of People Management Skills programme; tailored support sessions across various Directorates and teams;
- Having a dedicated Health and Wellbeing Huddle (Housing Executive intranet) page, StayWell Hub and Lena by Inspire HUB;
- Continuing to implement our Reasonable Adjustments Policy to assist employees to return to work and to remain in employment;
- Continuing to develop guidance documents under the umbrella of the Health and Wellbeing Policy for example Menopause, Carers and Bereavement support;
- Delivering a wide range of Health and wellbeing events/activities throughout the year; and
- Preparing to launch the Benenden Healthcare Scheme on 1 April 2025, enabling staff to access healthcare earlier.

During 2025/26 we will focus on implementing the final year of the People Strategy Action Plan and the final year of our Health & Wellbeing Strategy. We will develop and consult on a new strategy commencing in 2026. We will continue to implement a comprehensive workforce plan to populate our structures and further embed our core people policies. In conjunction with Learning and Organisational Development colleagues we will support the delivery of 'How we lead' and 'How we work around here' to support and reinforce desired behaviours and people management practices.

Learning and Organisational Development (L&OD)

The L&OD function comprises four departments: L&OD, Programme Management Office (PMO), Business Planning and Performance (BP&P) and Equality, Diversity, Inclusion and Safeguarding (EDIS). The L&OD team ensure the development of our people to reach their goals and the objectives of the organisation now and in the future. A number of significant projects and advances have been made across all areas of Learning and Organisational Development and are highlighted below and in the Remuneration and Staff Report in part two.

Investors in People Assessment – Gold Accreditation: The Housing Executive is assessed against the Investors in People (IIP) standard on a three yearly basis, to ensure we are continuing to develop best practice and to benchmark ourselves against other organisations. The 2024 Investors in People survey asked our people to share their views and opinions on our organisation and how we manage, lead and develop our people. The anonymised survey was carried out independently by Investors In People and was aligned to the nine People Indicators in the IIP Framework. Over 1,000 people completed the survey.

The Investors in People Assessor met with a large number of randomly selected members of staff and our senior team on a one-to-one basis, or in small focus groups. A comprehensive range of supporting documentation was provided to support evidence gathered during interviews and an analysis completed by Investors in People. Based on the Investors in People Assessment results the Housing Executive achieved 'We Invest In People **Gold** accreditation. This is a remarkable achievement which shows the collaborative effort made across the organisation to build on previous progress and ensure we build a 'great place to work'. Further to this, the Housing Executive is the longest standing Public Sector organisation to use the standard and the largest public sector organisation to attain the 'Gold' level of accreditation in NI.

Whilst our IIP Gold Accreditation evidences the improvements we have made as an organisation over the last number of years, further detail on some of the key work undertaken to support this is detailed below.

- **Performance Management - GROW Conversations:** This year, we piloted our new GROW Conversation which has enabled further feedback and full consultation on this important process. The GROW Conversation, which takes a 'what and how'

approach linked to coaching principles, incorporates Goal Setting, Health & Wellbeing, Values and Behaviours, Flexible Working, Career and Personal development conversations.

The IIP Assessment Report acknowledged that the *"overhaul of your approach to performance appraisals is proving successful so far. It is designed for dynamic conversations that are supportive, developmentally based, and reciprocal between managers and their staff, with your core values and behaviours at the centre.*

Compliance and engagement to date is high." With continual evaluation at every stage of the process from both the reviewer and the reviewee perspective, improvements are being considered for the 2025/2026 financial year.

- **Leadership Charter and Competency Framework.** Already woven into the first year of the new GROW Conversation (the Housing Executive's performance management process), feedback has been very positive, supporting the effective translation of values and behaviours into actions within our performance management processes, and the facilitation of feedback to managers aligned to our Leadership Charter. Both frameworks have been woven into all training courses, leadership programmes and team engagement /facilitations with work having commenced to incorporate the Leadership Charter and framework into attraction and selection recruitment processes.
- **'How we Lead' Programme:** The development of a two-day 'How we lead Programme and Manager Guide' has commenced This is a practical programme encompassing how our new initiatives enhance a manager's role, including our Competency Framework, GROW Conversation, Leadership Charter and Employer Brand. We include best practice and theory, motivation and influence, change management and HR Policy.
- **'How we Work' Programme.** To complement the 'How we Lead' programme, the L&OD Team have developed a 2-hour training programme on 'How we work'. This programme is ready for roll out in 2025/26 and focuses on creating a clear understanding of the values of the Housing Executive and how we engage with colleagues, customers and managers. It will include how to practically align development and performance through training, support and mentoring options within

the GROW Conversation, personal responsibility, professional boundaries and dignity and respect.

- **Leadership Development Programmes:** In 2022 we successfully launched our NIHE Interdependent Leadership Model and Leadership Development Programmes. Since then, we have trained 273 (Band 6 and above) people including 22 colleagues from our partner organisations (11 in 2024/25), as we continue to support and build sectoral relationships. We are committed to reaching all managers at Band 6 and above, and are planning a continued roll out of Leadership development in 2025/26 for leaders from Band 6 and up.
- **Coaching and Mentoring.** In 2024, we launched the Coaching Hub which offered our staff an opportunity to avail of 3-6 coaching sessions with internally accredited coaches. 25 people have taken part in the programme to date and staff reported high levels of confidence, leadership, and the ability to manage change as a result of coaching. We continue to roll out this programme.
As part of our ongoing commitment to the development of our people the L&OD team have conducted a review of previous mentoring programmes, recruited new mentors and mentees and provided training for the relaunch of our mentoring programme, this is a bespoke in-house programme that seeks to link those with high levels of experience, knowledge and expertise to those who want to develop in their role or skillset.
- **Initiatives / Plans for new Sectoral partnerships and Entry Level Opportunities:**
A full review of the previous sectoral partnership programmes has been completed during 2024/25, including a lessons learned exercise on Higher Level Apprentices, Trade Apprentices and Asset and Housing Apprenticeships. During Apprentice week, representatives from the L&OD Team attended 12 different events to promote Apprenticeships within the Housing Executive. Approximately 1,640 students attended these events, where L&OD engaged with the students, providing them with information on the roles within the Housing Executive and promoting our branding using promotional materials.
Our internal School Work Inspiration programme and the Catalyst Innovation Generation Programme were competed in June 2024 and preparation has commenced for 2025. Preparation work has also commenced in relation to partnering

with **Usel¹¹/Now** Group for 2025 for additional opportunities and wider engagement with people with disabilities.

Throughout the year a programme of support for entry level roles was delivered, including the Foundations of Success programme, which L&OD delivered to Housing Apprentices. Additional elements were also delivered to approximately 55 housing graduates.

- **Employer Brand:** We recognise that the labour market has changed and continues to change. This requires the Housing Executive to pivot in its approach to attracting talent into our organisation. For that reason, we continue to roll out our new employer brand, ensuring we communicate our values, the work we do and the difference we make. During 2024/25 we have completed several large recruitment trawls, including an NI-wide outdoor recruitment advertising campaign, social media campaign and 'pop-ups' at careers fairs and school events. Our Employer Brand has significantly increased the number of people who apply for roles in the organisation and is tested at induction to check we clearly relay our unique employee value proposition. Our research shows:
 - ✓ 83% of respondents agree that the Employer branding is highly visible in comparison to other recruitment advertising;
 - ✓ 79% of respondents agree that the Employer branding portrays the Housing Executive as being inclusive and welcoming of diversity;
 - ✓ 79% of respondents agree that the Employer branding conveys the potential for growth and development within the Housing Executive;
 - ✓ 71% of respondents agree that the Employer branding reflects the Housing Executive's culture and values; and
 - ✓ 83% of respondents would recommend the Housing Executive as a place to work.

Regular feedback ensures we continue to choose the correct channels with appropriate campaigns to attract the talent we need. This ensures we build a talent supply capable of achieving current and future organisational objectives aligned to our culture, Competency Framework and Leadership Charter.

¹¹ Ulster Supported Employment Limited (USEL) is Northern Ireland's leading provider of employment services for individuals with disabilities or health conditions, and an arm's-length body of the Department for Communities.

- PRINCE2 Training & Project Management Skill Development:** As part of our commitment to enable our people to effectively manage projects with correct governance, organisation, risk mitigation and accountability processes, we delivered three Prince 2 training programmes in 2024/25. Prince 2 Foundation training was delivered to 32 attendees and Prince2 Practitioner training was delivered to 10 attendees. These sessions were procured via an external facilitator due to the level of expertise required and further roll out of the training will continue into 2025/26. In order to provide training to all levels of learners and in line with the required levels of application, the PMO team developed an 'Introduction to Project Management' 1 day course, this compliments our Aspiring Leaders Programme for our band 6 staff and receives very positive feedback. During 2024/25, this has been delivered to 160 staff. PMO also delivered a number of 'Lunch & Learn' sessions throughout 2024/25 which included four awareness sessions on the changes from PRINCE2 Edition 6 to Edition 7 to support the development of current Project Managers and project teams.
- Climate Change eLearning:** In 2022/23, as part of our 2022/23 – 2024/25 Corporate Strategy, we committed to train 1,950 people across the organisation in Carbon Literacy. Through face-to-face delivery and development of an e Learning Module 2,490 people completed the training over a three-year period. This was enabled through senior management support, inclusion in our Competency Framework and setting a goal for all new starts to complete within two months of starting employment at the Housing Executive.

Initiatives / Plans for new Sectoral partnerships and Entry Level Opportunities: A full review of the previous sectoral partnership programmes has been completed during 2024/25, including a lessons learned exercise on Higher Level Apprentices, Trade Apprentices and Asset and Housing Apprenticeships.

During Apprentice week, representatives from the L&OD Team attended 12 different events to promote Apprenticeships within the Housing Executive. Approximately 1,640 students attended these events, where L&OD engaged with the students, providing them with information on the roles within the Housing Executive and promoting our branding using promotional materials.

Our internal School Work Inspiration programme and the Catalyst Innovation Generation Programme were completed in June 2024 and preparation has commenced for 2025. Preparation work has also commenced in relation to partnering

with **Usel¹²/Now** Group for 2025 for additional opportunities and wider engagement with people with disabilities.

Throughout the year a programme of support for entry level roles was delivered, including the Foundations of Success programme, which L&OD delivered to Housing Apprentices. Additional elements were also delivered to approximately 55 housing graduates.

- **Team Facilitation:** Team facilitation has continued to be rolled out linked to engagement feedback or in relation to specific team or department requests, whilst this incorporates elements of training, it is primarily a teambuilding and support intervention where particular needs of a team or department are raised. In these cases a tailored approach is provided to develop team charters, agreements and actions. This year we have facilitated discussions and action plans around upskilling and reskilling, work shadowing, rotations, resilience development, coaching skills and time management sessions.

Equality, Diversity, Inclusion and Safeguarding (EDIS)

The EDIS team seeks to ensure that Equality issues remain central to the work of the Housing Executive. It ensures the mainstreaming of Equality, Diversity and Inclusion throughout the organisation, by ensuring our housing strategy targets housing inequalities. In turn this contributes to the development and implementation of policy, helps to develop relationships with equality representative groups and supports the Housing Executive to work towards building a workforce representative of the community we serve. The EDIS team is responsible for the delivery of our 'Section 75'¹³ obligations and for complying with the monitoring and reporting requirements of the Fair Employment legislation (CSO 6.6.3).

In 2024/25 our EDI Steering Group, comprised of senior managers from across the organisation, met formally four times and continued to provide strategic oversight on the delivery of the Affirmative Action Plan that target areas of underrepresentation in our workforce, and the corresponding (sub) Objective was achieved (CSO 6.2.1). Actions

¹² Ulster Supported Employment Limited (USEL) is Northern Ireland's leading provider of employment services for individuals with disabilities or health conditions, and an arm's-length body of the Department for Communities.

¹³ Section 75 of the Northern Ireland Act 1998 requires public authorities to have due regard to the need to promote equality of opportunity between various groups, including those of different religious beliefs, political opinions, racial groups, ages, marital statuses, and sexual orientations. The statutory duties aim to encourage public authorities to address inequalities and demonstrate measurable positive impacts on the lives of people experiencing inequalities.

included outreach at events as part of International Women's Day, Belfast and Newry Pride, Belfast Mela, Disability Pride Month, Good Relations Week, Black History Month and Men's Health Month. In addition, the EDI Steering group and the associated work streams contributed to the Housing Executive's response to the NI Autism Strategy and the Government led initiative to end violence against Women and Girls. The EDIS team also provides a comprehensive safeguarding service to the organisation and works closely with all the Health Trusts.

During the year we were successful in our submission for the Silver level Diversity Charter Mark, which endorses our hard work in seeking to create an inclusive and diverse workplace where all employees can feel valued, safe and respected. The Housing Executive's Equality Scheme provides a template for promoting equality and during 2024/25 the team:

- Screened 31 Policies;
- Held 10 Equality Awareness Training Sessions and 9 Corporate Induction sessions, with 321 staff attending;
- Held two full meetings of the Consultative Forum on Equality;
- Held a learn at lunch session on communication support guidance and tips was held for staff;
- Completed four Quarterly Reports on the Implementation of the Equality Scheme;
- Developed two Equality Monitoring Reports and a draft Ethnic Minorities Monitoring Report;
- Provided consultation guidance and support on a range of consultations including the Draft Housing Executive Corporate Strategy 2025/26 – 2027/28 and the Social Investment Strategy;
- Responded to 99 Information Requests, including Freedom of Information requests; and
- Provided a range of Communication Support Services including: 18,583 Telephone language Interpreting Calls (compared to 11,367 the previous year); 330 Requests for Document Translations; 27 Requests for Alternative Formats including large print; 36 Face to Face Interpreting Requests; 53 Sign Language Interpreting Requests; and 257 Video Relay Service (VRS sign language) Calls.

In relation to safeguarding and managing suicide risk, the EDIS team managed 291 safeguarding cases and 23 suicide risk reports. Further to this, 21 Safeguarding and Managing Suicide Risk Awareness training sessions were held with 591 staff in attendance. The EDIS team also represented the Housing Executive on Local Adult Safeguarding

Partnerships (LASPs) across all Health Trusts, the Safeguarding Board for Northern Ireland, PSNI Child Sexual Exploitation Safe Spaces Forum, the DfC Safeguarding Forum, Multi-Agency Support Hub, SBNI's Trauma Informed Practice Committee and the Local Government Staff Networks Safeguarding Forum. During 2024/25 a new internal Safeguarding Reporting System was also developed and implemented. The system streamlines the process of reporting Safeguarding concerns for both children and adults at risk or in need of protection, and ensures all relevant information is gathered and disseminated to the EDIS Team for ease of information sharing with statutory agencies.

Programme Management Office (PMO)

The Corporate Business Planning & Performance and Programme Management Office (PMO) teams are part of the Learning and Organisational Development team and are responsible for a wide range of functions including the development of and reporting against the Corporate Strategy and associated annual business plans. The two teams also support the development and delivery of a number of highly strategic and complex programmes and projects within the Housing Executive.

PMO provides a valued service through strategic reporting on the Housing Executive's portfolio of projects, providing specialist advice and guidance on project management methodologies and fulfilment of the requirements of the Integrated Assurance process. The PMO team have also continued to develop, with everyone within the team now PRINCE2 Practitioner qualified, and constantly seeking best practice in other areas of Project Management to compliment the processes currently in place. The team also continues to support the Programme Management Steering Group and Programme Board management arrangement on a bi-monthly basis, whilst looking at ways to enhance the services provided to ensure good governance and decision-making.

In 2024/25 the PMO team continued to provide tailored support, advice and guidance to over 35 projects at varying stages of the project life cycle, from project start up, through inception, delivery, closure, and post project evaluation. During the year this support included providing additional learning and development opportunities for Housing Executive staff through the delivery of an 'Introduction to Project Management' session to over 160 staff. This was complimented with the delivery of Lunch & Learn sessions, which included four awareness sessions on the changes from PRINCE2 edition 6 to edition 7 to support the development of current Project Managers and project teams.

In 2024/25 the PMO team received an Advisory Audit from EY, where PMO were assessed as having a Strong maturity and were commended for their high-quality approach and

governance, with effective structured project management/reporting frameworks adopted. The report came with a proposal and roadmap of recommendations that the team will start implementing in 2025/26 to further enhance the organisations portfolio.

Planning & Performance

The Corporate Business Planning & Performance team is responsible for a range of functions including the development of and reporting against the Corporate Strategy and associated Annual Business Plans to DfC, the Housing Executive's Board, the Resources and Performance Committee and our Executive Team.

The team provides system administration support and training for 'Pentana', the Housing Executive's corporate performance and risk system, which is used for a range of functions, including corporate reporting, risk, audit recommendations and recording data breaches. The Corporate Business Planning & Performance team also provide support to other teams and directorates for business planning activities, and lead on the publication of other key documents and strategies.

Facilities & Accommodation

During 2024/25 the Facilities and Accommodation Department completed its business case review of accommodation within Derry/Londonderry. The outcome of the business case was to consolidate our offices in the City to a new location which will provide a modern office environment for staff and customers.

Also completed in the year was a full review of the Department's structure. The new structure was in turn approved by the Executive Team and is currently being implemented. Completing the new structure will allow the Department to become more proactive in its work providing greater opportunities for continuous improvement.

Work towards achieving CS O 6.5.3 commenced, however progress was slightly delayed and therefore the (sub) Objective was assessed as Amber. Linked to this, a review of the North Region accommodation portfolio will now be completed in 2025/26, and a high-level review of potential environmental actions that can be implemented was completed by May 2025, with these actions to be further developed in 2025/26.

Also, in 2025/26 we will complete our South Region Accommodation Strategy and implement the recommendations made within it.

Health and Safety Services

Health and Safety Services provides organisational assurance that compliance with statutory requirements is coordinated and centrally monitored. Health and Safety Services consists of a number of different teams, each managed by a Senior Health & Safety Managers:

- Contracted Safety Services, Construction Health and Safety and DLO Health and Safety; and
- Corporate Health and Safety, Emergency Planning and Business Continuity Planning and Management of Abusive Behaviours

Key achievements during 2024/25 included:

- **Employers Liability Risk Grading** - Zurich Insurance concluded a high likelihood that the Housing Executive will be able to defend Employer Liability claims and graded all sections with A or B for all categories (grading options A - E);
- Positive feedback from EY on the review of the 2023 (and 2019) **Organisational Resilience Advisory Review Audit** All Internal Audit recommendations have been completed, and a Consolidated Emergency Plan will be presented to the Housing Executive's senior management team for approval in April 2025;
- External accreditation of the Housing Executive's Health & Safety Management System, including **NISO¹⁴/NISG¹⁵ Occupational Health & Safety Award 2024** (Higher Distinction), was achieved in October 2024;
- **We continued to seek improvements in Contractor's safety standards**, via the Annual Construction Safety Awareness Event & Safety Awards (March 2025), Contractor Safety Forum (September 2024) and a bi-monthly focus on specific issues;
- **We invested in specialist services** such as our COSHH (Control of Substances Hazardous to Health) Management System, Occupational Exposure Monitoring and Health Surveillance. This has resulted in the opportunity to change work processes and equipment to reduce exposure to noise, vibration and hazardous substances,

¹⁴ National Irish Safety Organisation.

¹⁵ Northern Ireland Safety Group.

including new respiratory protection equipment arrangements to ensure the safety of staff with facial hair;

- **We created new safety videos** on Needlestick Injuries, Safety on Construction sites, Display Screen Equipment and Non-Construction staff visiting tenant's homes; and
- The Housing Executive senior management team made a number of strategic decisions in relation to the management of abusive behaviours towards staff (in 2024/25 there were 40 recorded incidences of abusive behaviours towards our staff, including six physical assaults). During the year we created a new Safety & Security Manager post within Health & Safety Services, in addition to offering access to specialist external security services and the establishment a Staff and Safety Security Forum.

The Health and Safety Services team's plans for 2025/26 include:

- The implementation of an organisational action plan to address abusive behaviours towards staff, focusing on Organisational Leadership, Customer Expectations and Behaviours, Our People's Expectations and Behaviours and Systems and Physical Interventions. This includes the introduction of a revised policy, processes and organisational standards of acceptable behaviours towards staff;
- To enter the 2026 All Ireland Occupational Safety Awards NISO/NISG, which provides independent adjudication of the Housing Executive's health and safety management systems;
- To encourage all people managers to complete the Stress Management and Risk Assessment Training and to complete Departmental Stress Risk Assessments and stress awareness training for staff;
- Focusing on key safety issues identified through 2024/25 inspections associated with planned and response maintenance activities, including: Documentation, Risk Assessments & Safe Systems of Work, Active & Reactive Monitoring, Training, The roll of Management and Communication in construction;
- To continue to improve organisational capacity and capability to prepare for, respond to and recover from disruptions by developing a business continuity management system to share lessons learnt after each organisational emergency planning response;

- To focus on the following Housing Executive Direct work activities: work at height, manual handling activities, training/induction in grounds maintenance equipment and implementation of OEM recommendations;
- The implementation of new arrangements for Respiratory Protective Equipment (RPE) including Powered Air Purifying Respirators (PAPRs) for staff with facial hair and continuing the Face Fit Testing programme for RPE with relevant groups of staff;
- To organise a further Contractor Forum and Contractor Safety Awards Event to build partnerships, whilst promoting compliance and good practice in construction; and
- Launching the new Display Screen Equipment Training video, and continuing to deliver the on-line incident reporting system, lone working technology, COSHH management, Personal Safety Training; and bespoke training for key groups of staff on working at height and Construction (Design and Management) Regulations.

Legal Services

Throughout 2024/25 Legal Services have continued to provide specialist support by way of legal advice, and assistance to officers to carry out their duties to the expected quality and high standard (across a wide range of practice areas, reflecting the breadth of the statutory functions of the Housing Executive and also in its capacity as a major employer). These include:

- Housing and the Housing Selection Scheme;
- Homelessness;
- Land and property;
- Grants;
- Vesting and compensation;
- Statutory house sales;
- The Scheme for the Purchase of Evacuated Dwellings (SPED);
- Housing support services;
- Traveller accommodation; and
- Employment matters.

During 2024/25 Legal Services' key work included:

- Working with and supporting Landlord Services in the delivery and implementation of the Fundamental Review of Allocations;
- Handling a range of challenging casework including significant judicial reviews of Rule 23 (Intimidation Points) of the Housing Selection Scheme;
- Assisting Landlord Services in relation to community relations matters and proposed amendments to ASB statutory provisions;
- Working with Landlord Services and Place Shaping North to introduce the Leasehold Policy – Reacquisition and Deferred Payment Agreements a suite of new arrangements for leaseholders in relation to services charges involving high value works;
- Working-with Corporate Services in the delivery and implementation of the new structures further to the Pay and Grading review;
- Working with Landlord Services in relation to how the Housing Executive discharges statutory homeless duties, handling and advising in statutory County Court appeals;
- Working with Landlord Services in relation to tenancy succession matters;
- Working with Place shaping in relation to the provision of sites for Irish Travellers;
- Working with Asset Management in relation to securing access to tenanted properties to carry out various works and inspections; and
- Quality assurance reviews were undertaken in respect of in-house conveyancing and in-house settlement of small value public liability claims.

Information Governance

Throughout 2024/25, the Information Governance team continued to provide advice and guidance across the range of Data Protection, Freedom of Information, Environmental Information and Records Management issues. This includes advice on Subject Access Requests, Freedom of Information requests, Environmental Information Regulations requests, personal data breaches, data sharing agreements, data protection impact assessments, Publication Scheme, Freedom of Information Disclosure Log, RecordsNI file plan and the Disposal of Records Schedule.

Key outcomes during the year, working with our colleagues across the organisation, include:

- Completing 366 FOI information requests during 2024/25, under the Freedom of Information Act & Environmental Information Regulations. Timeliness compliance was 93% in 2024/25, which is an increase from 86% in 2023/24 and 76% in 2022/23;
- Completing 20 internal reviews during 2024/25, under the Freedom of Information Act & Environmental Information Regulations;
- Engaging with the ICO who formally investigated two complaints, under the Freedom of Information Act & Environmental Information Regulations. For one case, the ICO took the decision the NIHE was correct to rely on the exemption and the complaint was not upheld and a decision is pending for the other;
- Continuing to publish the monthly Disclosure Log of responses on the Housing Executive website. This promotes greater public awareness aligned to the principles of openness and transparency in relation to Housing Executive activities and information;
- Continuing to adhere to the Data Protection Policy to provide the primary framework for meeting the organisation's statutory data protection obligations in processing personal data about customers, staff, and those who work and interact with the Housing Executive;
- Operating a Personal Data Breach Management Plan, providing clear and standardised guidance for staff on incident reporting. All breaches are triaged within one working day of being reported and assessments carried out in compliance with statutory timeframes;
- Continuing to respond to Data Subject Requests, Internal Reviews, Data Protection Complaints, as well as advising on organisational data protection queries and reviewing and advising on organisational policies, Data Sharing Agreements and DPIAs;
- Completing a RecordsNI File plan with additional plans prepared for the review of the Disposal of Records Schedule; and
- Continuing with the Information Governance Steering Group, chaired by the Senior Information Risk Owner (SIRO) and attended by all Information Asset Owners (IAOs). This continues to meet on a six-monthly basis and aims to promote the effective management and protection of the Housing Executive's information assets.

The future work of the Information Governance team remains largely reactive, although ongoing work will progress to update the Disposal of Records Schedule in 2025/26, which will require signoff by our Executive Team, Public Records Office of Northern Ireland (PRONI) and the NI Assembly.

Corporate Communications

The Communications Department is responsible for a wide range of functions: Public Relations, Customer Engagement and Campaigns, Website and Social Media, Internal Communications, Public Affairs and Graphic Design. The team is also responsible for support for the Chair and Chief Executive. The team's main objectives are to provide an understanding of the work we do and to provide accurate and timely information to the media, tenants, customers, stakeholders and elected representatives. Key highlights of the 2024/25 year include developing and rolling out the new branding for the organisation and for setting up a new intranet for all Housing Executive employees. The team also carried out a number of customer campaigns which helped promote advice and our services. This included energy advice for the public throughout the year.

The team's Performance Indicator, to agree a baseline reputational score to enable future performance measurement (CSPI 5.2.8), was achieved.



Grainia Long
Chief Executive

Date: 25 June 2025

Key Performance Indicators (KPIs) Validation Certificate

Under Managing Public Money Northern Ireland (MPMNI) rules, the Chief Executive has prime responsibility for the achievement of performance targets agreed with the Department for Communities, and that suitable systems are in place to provide reliable information on performance against those targets.

Our Internal Audit Department is responsible for assessing the adequacy and effectiveness of controls within these systems and validating actual performance.

Opinion

Based on the sample validation testing carried out, our Internal Audit Department is content to conclude that the 2024/25 KPIs have been calculated on a reasonable basis with appropriate supporting evidence.



Adele Reilly

Assistant Director, Internal Audit

Date: 25 June 2025

ACCOUNTABILITY REPORT

Overview

The purpose of the Accountability section of the Annual Report is to meet key accountability requirements of the Assembly. The Accountability Report comprises three sections:

1) Corporate Governance Report:

The purpose of the Corporate Governance report is to explain the composition and organisation of the Housing Executive's governance structures and how they support the achievement of its objectives.

The Corporate Governance report includes the Directors' Report, the statement of Northern Ireland Housing Executive's and Chief Executive's responsibilities and the Governance Statement.

2) Remuneration and Staff Report:

The purpose of the Remuneration and Staff Report is to set out the Housing Executive's remuneration policy for directors. Further, it also includes the remuneration due to the director, pension information and details of any benefits in kind if applicable. A Staff Report is also included which provides detail of staff numbers and costs, staff composition, sickness absence data, off-payroll engagements in accordance with Treasury guidance and staff policies adopted during the year by the Housing Executive.

3) Assembly Accountability and Audit Report:

The Assembly Accountability and Audit Report brings together the key accountability documents within the annual report and accounts. These key documents include the Losses and Special Payments, details of any remote contingent liabilities and the Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly.

CORPORATE GOVERNANCE REPORT

DIRECTORS' REPORT:

This part of the Annual Report sets out the Accounts of the Northern Ireland Housing Executive for the financial year ended 31 March 2025.

Statutory basis

The Northern Ireland Housing Executive (the Housing Executive) is a Non-Departmental Public Body (NDPB) for accounting purposes, which was originally established by the Housing Executive Act (Northern Ireland) 1971 (since repealed and superseded by the Housing (Northern Ireland) Order 1981). Under the terms of the 1971 Act, the Housing Executive took over the housing responsibilities of some 65 separate authorities and became Northern Ireland's single comprehensive regional housing authority. The Housing Executive's main functions, duties and powers are primarily contained in a series of housing orders spanning from 1981 to 2006, amended and supplemented by the Housing Amendment Acts of 2010, 2011 and 2016.

Primary responsibilities

As a comprehensive regional housing authority, under existing legislation the Housing Executive's responsibilities consist of a range of duties, powers and functions which include the following:

- to regularly examine housing conditions and housing requirements;
- to draw up wide ranging programmes to meet these needs;
- development within housing including:
 - the closure, demolition and clearance of unfit houses;
 - the improvement of the condition of the housing stock;
 - encourage the provision of new houses;
- to establish housing information and advisory services;
- to consult with district councils and the Northern Ireland Housing Council in respect of drawing up draft programmes meeting housing need;
- to manage its own housing stock in Northern Ireland;
- the preparation and drafting of the statutory Housing Selection Scheme and any modifications for departmental approval;
- to support, or aid in the support of, charitable or benevolent associations or institutions connected with the provision of housing accommodation, or with objects ancillary to such provision;
- to provide grant payments to improve private sector homes;
- to provide disabled facility grants for the adaptation of private sector homes to enable disabled residents to continue to live in their homes;
- to formulate and implement a Homelessness Strategy;
- to carry out homelessness assessments and in certain circumstances to secure housing for the homeless;
- to provide caravan sites for the Irish Traveller Community as appears appropriate;

- the giving of assistance by way of grant or loan to a voluntary organisation concerned with homelessness, or with matters relating to homelessness.

The Housing Executive has additional functions under other legislation which include the Home Energy Conservation Authority for Northern Ireland and the administrator for the Supporting People programme and Housing Benefit. We are also responsible for management of the Social Housing Development Programme and the administration of the Affordable Warmth Scheme.

Board Members

The role of the Board is to provide effective strategic leadership, direction, performance, challenge, support, and guidance to the organisation. The Board supports the delivery of the Programme for Government targets (PfG), Ministerial priorities, the Department for Communities housing strategies, government reforms and promotion of the core values of the organisation.

The Housing Executive is subject to directives from the Department for Communities (DfC) in connection with the exercise of any of its functions. It is referred to as “the Department” throughout this report.

The Housing Executive is governed by a ten Member Non-Executive Board. All ten Non-Executive Board Members are appointed by the Minister for Communities (or the Secretary of State in the absence of a Minister). Four of these ten Members are nominated from the Northern Ireland Housing Council Membership and the remainder are nominated via a public appointments exercise conducted via the Commissioner of Public Appointments Northern Ireland. The Non-Executive Board operated with vacancies during the period from 1 March 2024 until 31 March 2025 following the conclusion of the terms of appointment of Members appointed via nomination from the Northern Ireland Housing Council.

Three Non-Executive Board Members were appointed from the Northern Ireland Housing Council on 1 March 2024, although one resigned in June 2024 and one resigned in August 2024. A further three Non- Executive Members were appointed from the Northern Ireland Housing Council on 8 January 2025, however one resigned on 11 February 2025. As of the date of this report, one Non-Executive Board Member vacancy remains.

The Chair continues to review and restructure Board business to ensure that the Board’s time is focused on strategic matters and is reflective of updated internal Committee or organisational structures, roles, and responsibilities. The Board governance framework was further enhanced during 2024/25 with the publication of a revised and updated NIHE Standing Orders and Board Scheme of Delegations ensuring that Board continues to delegate decision making to the appropriate level, streamline business processes, reduce operational approvals and increase the Board’s strategic focus. A Board Development Leadership Programme was implemented in 2024/25, through this programme the Board have received training on Strategic Leadership, Statutory Responsibilities and developed a Board Charter,

with a further module to be delivered in 2025/26. Moving forward, the Board benefitted from a self-effectiveness review in April 2025.

During 2024/25, the Housing Executive Board convened a total of 9 times including: 8 formal Board Meetings and 1 Away Day with special or ad-hoc meetings called, as necessary.

The Board is supported by an Executive Management Team led by the Chief Executive. Further details can be found at 'Who we are' in the Performance Report.

Non-Executive Board Appointments

Non-Executive Board Members for the period 1 March 2024 - 31 March 2025

Chair – Nicole Lappin (5 November 2022 to 4 November 2027)

- Nicole Lappin was appointed for a first term by the Minister for Communities on 5 November 2022 for a 5 year term.

Vice Chair – John McMullan (1 April 2024 to 31 March 2029)

- John McMullan was re-appointed for a second term to the role of Vice Chair of the Housing Executive Board by the Minister for Communities on 1 April 2024 for a 5 year term.

Other Non-Executive Board Members:

- Jim McCall (re-appointed for a second term from 1 June 2020 to 31 May 2025);
- Derek Wilson (re-appointed for a second term from 1 June 2020 to 31 May 2025);
- Pauline Leeson (appointed for a first term from 1 November 2020 to 31 October 2025);
- Chris Welch (appointed for a first term from 1 November 2020 to 31 October 2025);
- Alderman Keith Kerrigan (appointed for a first term from 1 March 2024);
- Councillor Cathal Mallaghan (appointed for a first term from 1 March 2024 and resigned on 4 June 2024);
- Councillor Paul McCusker (appointed for a first term from 1 March 2024 and resigned 30 August 2024);
- Councillor Deidre Varsani (appointed for a first term from 8 January 2025);
- Alderman Stephen McIlveen (appointed for a first term from 8 January 2025).
- Aoife Finnegan (appointed for a first term from 8 January 2025 and resigned 11 February 2025)

Former Non-Executive Board Members:

- Councillor Cathal Mallaghan (appointed from 1 March 2024 to 4 June 2024);
- Councillor Paul McCusker (appointed from 1 March 2024 to 30 August 2024).

Independent Committee Advisers for the period 1 April 2024 - 31 March 2025 **Audit & Risk Assurance Committee (ARAC):**

- Sharon Hetherington (appointed for a second term from 1 December 2022 - 30 November 2027);
- David Peacock (appointed for a first term from 1 November 2020 to 31 October 2025).

Asset Management & Maintenance Committee:

- Una Davey (appointed for a first term from 1 November 2020 to 31 October 2025);-
- Niall Sheridan (appointed for a first term from 1 September 2021 to 31 August 2026).

Resources & Performance Committee:

- Mark Lowry (appointed for a first term from 1 September 2021 to 31 August 2026);
- Parvesh Paul Sood (appointed for a first term from 1 September 2021 to 31 August 2026).

Tenant & Customer Services Committee:

- Linda Watson (appointed for a first term from 25 April 2022 to 24 April 2027);
- David Thompson (appointed for a first term from 1 September 2022 to 31 August 2027).

At 31 March 2025, the gender breakdown of the Non-Executive Board Members was:

- Female: 3
- Male: 6

At 31 March 2025, the gender breakdown of Independent Committee Advisers was:

- Female: 3
- Male: 5

Register of Interests

In accordance with the Code of Practice for Board Members, a Register of Interests is maintained to record both Board and Independent Committee Advisers' declarations of personal and/or business interests. These are dealt with in line with best practice and the register is available on the Housing Executive's website¹. In addition, any declarations shared during meetings are also captured within their respective Minutes.

Financial accounts

¹ [Declaration of interest Register - Board and Independent Members \(nihe.gov.uk\)](https://www.nihe.gov.uk)

The accounts are presented in accordance with the Accounts Direction given by the Department with the approval of the Department of Finance, in accordance with article 21(2) of the Housing (Northern Ireland) Order 1981.

Results for the year

The Housing Executive operates separate budgetary control and reporting requirements for Landlord Services and the Strategic Housing Authority (previously known as Regional Services). This results from Landlord Services being categorised as a Quasi Public Body and the Strategic Housing Authority being categorised as a Non Departmental Public Body (NDPB).

Landlord Services is mainly funded by rental income from tenants, supplemented by grant funding from the Department and a small amount of miscellaneous income. Landlord Services are able to utilise unspent rental income to fund expenditure in future years.

The Strategic Housing Authority (previously known as Regional Services) is almost entirely funded by Government Grant from the Department and, includes both:

- DEL Capital and Resource funding;
- Annually Managed Expenditure funding.

Details regarding budgetary performance for the year in respect of Landlord Services and the Strategic Housing Authority are included in the Performance Report.

For the Year Ending 31 March 2025, the Housing Executive continues to prepare its annual report and accounts in accordance with International Financial Reporting Standards.

The Statement of Comprehensive Net Expenditure within the annual accounts shows Net Expenditure after tax for the year of **£392.0 million** (2023/24: £363.6 million).

During the year, a revaluation of the Housing Executive's land and housing stock and other property assets portfolio was undertaken by independent external valuers. More detail is provided in Note 9 and in the section below titled "Property, Plant & Equipment".

No early departure costs (2023/24: £90k) were incurred from staff who left early. In 2023/24, **£9k** costs were from an approved NILGOSC early retirement scheme. These costs are accounted for in the Statement of Comprehensive Net Expenditure, in accordance with "International Accounting Standard 1 - Presentation of Financial Statements".

The annual pension report, which is provided by the appointed independent actuary for the purpose of the financial statements, now shows a liability in the pension fund. The Defined Pension Liability was valued at **£5.9 million** (2023/24: £77.8 million asset), relating to pension liabilities for the unfunded scheme. The decrease in the surplus in 2024/25 has resulted from the asset ceiling for the funded scheme, where the pension surplus has been restricted in accordance with International Accounting Standard 19. Note 21 provides further pension disclosures.

Property, plant & equipment

For year ending 31 March 2025 annual accounts, the Housing Executive's operational land and housing stock have been revalued by an independent external valuer as at 31 March 2025. The operational land was valued by McKibbin Commercial Property Consultants and the housing stock was valued by Land and Property Services, an executive agency within the Department of Finance for Northern Ireland.

The remainder of the Housing Executive's property was also revalued and relifed during 2024/25 by Land and Property Services (first year of a five year valuation exercise).

The 'Other Assets' category was revalued using appropriate March 2025 indices.

Housing Stock continues to be valued at 'Existing Use Value for Social Housing' based on the guidance issued by the Department of Communities & Local Government: 'Stock Valuation for Resource Accounting – Guidance for Valuers 2016'. Valuations were made in accordance with the Royal Institution of Chartered Surveyors' Red Book.

Existing Use Value for Social Housing is obtained by adjusting the market value for each property archetype by a factor (adjustment factor) which reflects the valuation for the properties if they were to be sold with sitting tenants enjoying tenant's rights.

The Adjustment Factor measures the difference between private open market rented property and socially rented property at a regional level and has been calculated in accordance with the guidance.

A revaluation of the Housing Executive's property and other assets portfolio as at 31 March 2025 resulted in an increase in value of £182.2 million which has been transferred to the Revaluation Reserve Account. A further £2.5 million revaluation decrease was transferred to the Statement of Comprehensive Net Expenditure. Of the amount transferred to the revaluation reserve, £164.7 million represented an increase in the housing stock valuation, which is reflective of an increase in the market value of the housing stock, before the adjustment factor, used in the valuation process is applied to arrive at the existing use value for social housing.

Land, Commercial Properties and Offices are valued at open market value for existing use. Hostels and Travellers' sites are considered to be specialised assets and are valued at Depreciated Replacement Cost.

There was a £4,069k decrease in the value of land as a result of the revaluation exercise undertaken by McKibbin Commercial Property Consultants, of which £3,955k revaluation decrease was transferred to the revaluation reserve and £114k revaluation decrease was transferred to the Statement of Comprehensive Net Expenditure. During the current financial year, land which was previously identified as 'Amenity' has been reclassified as 'Undeveloped Land' with a value of £0.2 million (see Note 10(a) Land – Reclassification uplift) and is accounted for as a revaluation movement. Land classified as Amenity Land has no value and is reflected within the social housing values.

The realised revaluation surplus on the disposal of houses and land of £12.4 million has been transferred to the Revenue Reserve Account from the Revaluation Reserve Account. During the financial year, the Housing Executive sold 206 dwellings, which includes 1 property now fully sold through equity sharing. There were a further 6 properties partially sold under Equity Sharing.

Charitable donations

The Housing Executive made no charitable donations during the year.

Open Government

The Housing Executive complies with the Freedom of Information Act 2000.

Data Protection Breaches

During the 2024/25 year, there were no confirmed personal data breaches notified to the Information Commissioner's Office (ICO). There was one alleged personal data breach notified to the Information Commissioner's Office, although there was no evidence to confirm that a breach took place.

Complaints Handling

The Housing Executive is committed to providing a high quality customer service and has a formal complaints procedure for any customer unhappy with the service they have received. Details of the complaints procedure are available on the Housing Executive website and in local offices. Complaints may be made via telephone, in writing, email, via our Customer Portal, social media or in person.

During the year, the Housing Executive dealt with 720 Formal complaints across all divisions. There were 583 First Stage complaints and 137 complaints were then dealt with at Final Stage, with staff carrying out detailed investigations and addressing issues raised. In 2024/25 The Northern Ireland Public Services Ombudsman opened investigations into 36 complaints raised against the Housing Executive at assessment stage and 5 complaints at detailed investigation stage.

All cases are examined for lessons learned and potential service improvements.

Payment to creditors

The Housing Executive is committed to the prompt payment of bills for goods and services. We aim to pay valid invoices within 10 working days in line with the Government Prompt Payment Target and within 30 days at the latest in line with our standard terms and conditions, unless otherwise stated in the contract. In 2024/25, a total of **463,904** (2023/24: 435,996) payments were processed with **459,627 (99.08%)** (2023/24: 428,095 (98.19%)) being paid within 30 days of the invoice date. In relation to the 10 days payment target which relates to goods and services invoices only, a total of **428,101 (92.28%)** (2023/24 403,116 (92.46%)) were paid within 10 days of the invoice date.

Pensions

The Housing Executive participates in the Northern Ireland Local Government Officers' Superannuation Committee (NILGOSC) pension scheme for the majority of its employees. This is a defined benefit pension scheme. The assets are accumulated in the scheme, which is multi-employer, and are held separately from the assets of the Housing Executive. The Housing Executive Accounting Policy 1(o) provides additional information on pensions.

Financial instruments

IFRS 7, "Financial Instruments: Disclosures", requires the Housing Executive to disclose the significance of financial instruments for the Housing Executive's financial position and performance, the nature and extent of risks arising from financial instruments and how those risks are managed. The Housing Executive is not exposed to the same financial risks as that faced by commercial businesses as it is in receipt of subvention from the Department, however full disclosure is given in Note 19.

Going Concern

The Northern Ireland Assembly has authority for approving the annual budget, including the annual budget allocation to the Northern Ireland Departments. The 2025/26 annual budget (the NI block grant), including the budget allocations to the Northern Ireland Departments was approved by the Northern Ireland Assembly on 3 April 2025. The Permanent Secretary for the Department for Communities is responsible for subsequently determining the funding allocation to the Housing Executive. With the allocated capital and revenue budget approved for 2025/26 being less than current requirements, the funding position for the Housing Executive is expected to be challenging, especially in light of continuing pressures being faced from rising costs, increasing demands and pay pressures. However, the Housing Executive remains confident the financing of its liabilities will continue be serviced by funding grants from the Department for Communities for the Strategic Housing Authority function, the application of self-generating rental income for the Landlord Services function, and funding received from other bodies for the purpose of delivering specific services. It has therefore been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

Auditor

The Comptroller and Auditor General (C&AG) was appointed as the Statutory Auditor of the Housing Executive from 1 April 2003, following the Audit and Accountability (Northern Ireland) Order 2003. The C&AG is the Head of the Northern Ireland Audit Office and she and her staff are wholly independent of the Northern Ireland Housing Executive. She reports her findings to the Northern Ireland Assembly.

During 2024/25, the Northern Ireland Audit Office carried out additional non-audit services relating to costs associated with the Housing Executive participating in the National Fraud Initiative. As this exercise is carried out biannually, there was no

similar cost for 2023/24. The cost of this exercise for 2024/25 is disclosed in Note 6 to the financial statements.

Committees of the Board

Audit and Risk Assurance Committee (ARAC)

The Audit and Risk Assurance Committee (ARAC) is an advisory and scrutiny body with no executive powers. The Committee operates in accordance with the DoF Audit & Risk Assurance Committee Handbook (NI 2018) as specified in DAO (DOF) 03/18. The Committee, which is chaired by the Board Vice-Chair, supports the Accounting Officer and Board by reviewing the comprehensiveness and reliability of assurances on internal audit findings, governance, risk management and the integrity of financial statements and the annual report.

The Committee comprises three Board Members and two Independent Advisers, and meets quarterly with adhoc and/or special meetings, workshops or visits arranged as required. Representatives from the Northern Ireland Audit Office and an observer from the Department for Communities also attend these meetings.

Other committees of the board structure includes the following committees:

- Resources and Performance Committee
- Asset Management and Maintenance Committee
- Tenant and Customer Services Committee

Each Committee operates under its own Terms of Reference, meets at least four times per year, and comprises two Independent Advisers to enhance the oversight it provides. Each Committee Chair brings to the attention of the Board any matters of strategic interest or delegated authority undertaken by the Committee. Further details on each of the committee, including the remit can be found in the Governance Statement.

STATEMENT OF NORTHERN IRELAND HOUSING EXECUTIVE'S AND CHIEF EXECUTIVE'S RESPONSIBILITIES:

Under Article 21(2) of the Housing (Northern Ireland) Order 1981, the Department has directed the Northern Ireland Housing Executive to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Northern Ireland Housing Executive and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the Department, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards, as set out in the Government Financial Reporting Manual, have been followed, and disclose and explain any material departure in the financial statements;
- prepare the financial statements on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer of the Department has designated the Chief Executive of the Northern Ireland Housing Executive as Accounting Officer for the Housing Executive. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Housing Executive's assets, are set out in Managing Public Money Northern Ireland.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the Housing Executive's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

GOVERNANCE STATEMENT FOR THE YEAR ENDED 31 MARCH 2025

The Chief Executive, as the Accounting Officer of the Northern Ireland Housing Executive ('the Housing Executive'), is required to have in place adequate and effective arrangements for the management of risk and to produce an Annual Governance Statement. This Annual Governance Statement has been approved by the Housing Executive Board and forms part of the Annual Report and Accounts.

This Annual Governance Statement refers to the accounting period 1 April 2024 to 31 March 2025. It has been produced in line with guidance issued by the then Department of Finance and Personnel (DFP) in Dear Accounting Officer letter DAO 10/12 and Annex 3.1 of Managing Public Money Northern Ireland (MPMNI). It comprises the following sections:

1. Scope of responsibility.
2. The Housing Executive's Governance Framework.
3. Overview of significant reports (3a External Reports & 3b Internal Reports).
4. Declaration of significant governance issues.
5. Other significant issues; and
6. Conclusion.

1. Scope of responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the Housing Executive's aims and objectives, whilst safeguarding public funds and the Housing Executive's assets, for which I am personally responsible. This is in accordance with the responsibilities assigned in Managing Public Money Northern Ireland (MPMNI).

The Partnership Agreement between the Department for the Communities (DfC) and the Housing Executive was introduced in August 2023. The Agreement explains the overall governance framework within which the Housing Executive operates including the framework through which the necessary assurances are provided to stakeholders. Roles/responsibilities of stakeholders/partners within the overall governance framework are also clearly outlined.

The Partnership Agreement contains the following commitments between the Housing Executive and Department:

- Working in partnership within distinct roles and responsibilities.
- Maintaining focus on successful delivery of Programme for Government outcomes and Ministerial priorities.
- Maintaining open and honest communication and engagement.
- Keeping each other informed of any issues and concerns, and of emerging areas of risk.
- Supporting and challenging each other on developing policy and delivery [when developing policy this may cut across more than one department].
- Seeking to resolve issues quickly and constructively; and
- Acting at all times in the public interest and in line with the values of integrity, honesty, objectivity and impartiality.

The Partnership Agreement, MPMNI and relevant Dear Accounting Officer (DAO) letters set out the controls to be exercised over the different areas of activity, by the Department either directly, or by the Housing Executive, through its Board under delegated authority.

2. The Housing Executive's Governance Framework

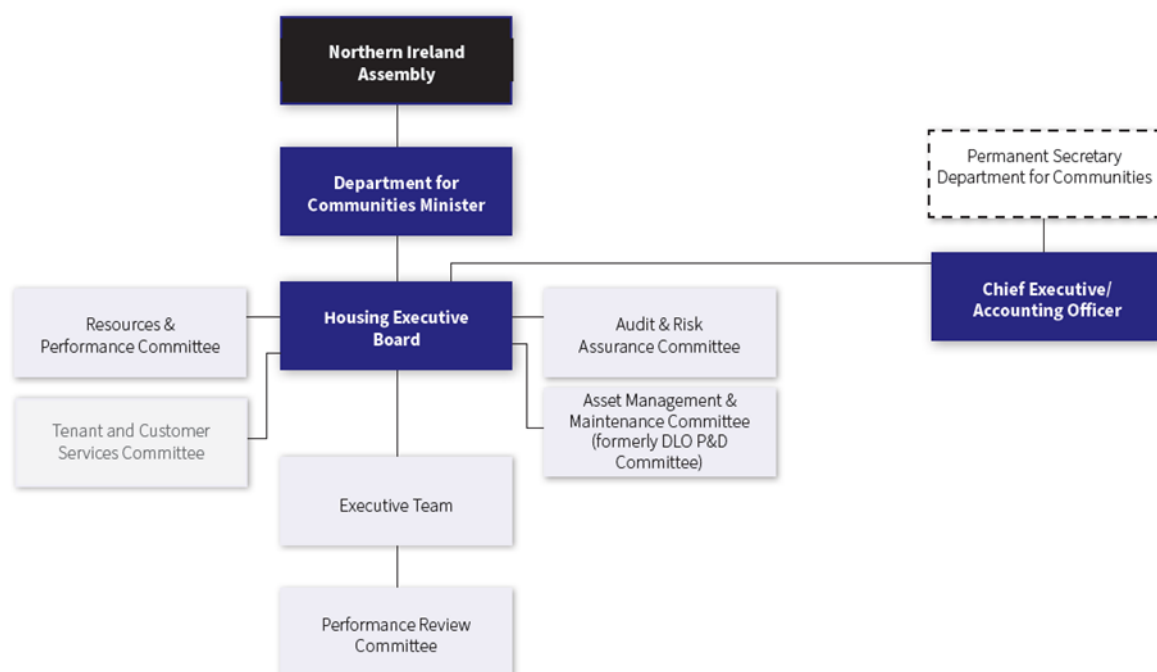
The Housing Executive operates a Governance Framework that is based on legislative requirements, principles of good governance, an effective system of internal controls and robust management arrangements and processes.

The Housing Executive maintained an effective system of internal control for the year ended 31 March 2025 in accordance with Department of Finance (DoF) guidance.

The Head of Internal Audit Annual Audit Opinion for the 2024/25 financial year provides a formal opinion on the governance, risk management and control arrangements in place within the Housing Executive. The overall opinion for this year is satisfactory, the detail of which is included at section 3A.

The governance structure, as shown in the diagram below, reflects the relationship and partnership arrangements between the Housing Executive and its sponsoring Department and between the Board, its Committees, the Chief Executive Officer and the Executive Team.

Board and Committee Structure 2024/25



The Board

The Board normally consists of ten non-executive members (including the Chair and Vice-chair) appointed by the DfC minister, with four members selected from the membership of the Housing Council. Appointments are made in line with the Code of Practice issued by the Commissioner for Public Appointments.

The Board is responsible for providing effective leadership and strategic direction to the organisation and for ensuring the Housing Executive fulfils the aims and objectives agreed in the Corporate and Business Plans approved by the Minister. It is responsible for ensuring that the organisation has effective and proportionate governance arrangements in place and an internal control framework which allow risks to be effectively identified and managed. The Board sets the culture and values of the organisation and sets the tone for the organisation's engagement with stakeholders and customers.

The Board has established a committee structure to enhance its governance architecture both to provide greater capacity to focus on strategic issues and to enhance capacity for scrutiny to meet the demands of dealing with new issues and the increasing complexity of Housing Executive operations. The

structure comprises of four Committees and one Board Member in the role of Senior Independent Director (SID).

Board Committees

Each Board Committee operates under its own Terms of Reference, meets at least four times per year, and has two Independent Committee Advisers to further enhance the oversight it provides. The Chair of each Committee brings to the attention of the Board any matters of strategic interest or delegated authority undertaken by the Committee.

Audit and Risk Assurance Committee (ARAC)

The ARAC operate in accordance with the DoF Audit & Risk Assurance Committee Handbook (NI 2018) as specified in DAO (DOF) 03/18. The Committee is chaired by the Board Vice-Chair and supports the Accounting Officer and Board by reviewing the comprehensiveness and reliability of assurances on internal audit findings, governance, risk management and the integrity of financial statements and annual report.

Asset Management and Maintenance Committee

The Asset Management and Maintenance Committee's primary function is to support the Board in carrying out the oversight function and constructive challenge in relation to the annual planned stock investment programme and any new asset-related strategies.

The Committee also has responsibility for a range of matters including approving (under delegated authority from the Board) significant asset related procurements up to the value of £10million; agreeing and approving the Annual Improvement and Investment Plan; ensuring the monitoring of overall organisational progress in respect of asset management initiatives, and monitoring performance against Key Performance Indicators and service delivery plans.

Resources and Performance Committee

The Resources and Performance Committee's primary function is to support the Board in carrying out the oversight function and constructive challenge in relation to the corporate and annual business plan and the annual budget.

The Committee also has responsibility for a range of matters, including approving strategic financial and resourcing plans to align with the achievement of corporate objectives; ensuring the monitoring of performance against the approved corporate and business plans; approving significant policy changes, financial or establishment changes that support delivery of corporate objectives; and approving land disposals above a value of £500k.

Tenant and Customer Services Committee

The Tenant and Customer Services primary function is to support the Board in carrying out the oversight function and constructive challenge in relation to relevant performance matters which impact tenants and customers, relevant key tenant and customer-related strategies, and ensure the monitoring of the end user experience in relation to tenant and customer satisfaction. The Committee also has a £5m delegated authority for Private Sector Improvement Scheme grants.

Board and Committee Record of Attendance for 2024/25

Between April 2024 and March 2025, the Housing Executive Board held seven formal Board meetings. The table below summarises the attendance of Board members and Independent Committee Advisers for 2024/25 at formal Board and Committee meetings.

	Members	Board	Audit & Risk Assurance Committee	Resources & Performance Committee	Asset Management & Maintenance Committee	Tenant & Customer Services Committee
Board Members	Nicole Lappin	7/7		4*	5*	3*
	John McMullan	7/7	4/4			6/6
	Pauline Leeson	7/7		3/3	5/6	4/6
	Jim McCall	7/7	4/4		5/5	6/6
	Chris Welch	7/7		4/4	6/6	
	Derek Wilson	6/7		6/6		
	Paul McCusker	1/3		1/1		
	Cathal Mallaghan	1/1				
	Keith Kerrigan	7/7	4/4			
	Deirdre Varsani	1/1			1/1	
	Stephen McIlveen	1/1				
	Aoife Finnegan	0/0**				
Independent Committee Advisers	Sharon Hetherington		3/4			
	David Peacock		4/4			
	Una Davey				5/6	
	Niall Sheridan				6/6	
	Parvesh Paul Sood			4/6		
	Mark Lowry			5/6		
	Linda Watson					6/6
	David Thompson					6/6

* In attendance as an observer ** Appointed 08 January 2025 resigned 11 Feb 2025

Performance of the Housing Executive Board 2024/25

During 2024/25 the Housing Executive Board continued to provide strategic direction and leadership to the organisation, ensuring the Housing Executive fulfilled the aims and objectives agreed in the Corporate Strategy and Business Plan. The Board operated during most of 2024/25 with reduced capacity beginning with a composition of nine members in April, which reduced to eight from June 4th, and to seven from August 30th. Three new members were appointed to the Board on 3 January 2025, one of whom since resigned after being appointed an MLA.

The Chair completes annual appraisals for all Board Members during May/June. The completed appraisals are subsequently shared with the Department. These appraisals also include the special responsibilities for the Board Committees each Member serves on, and individual training needs. Collective workshops to enhance Board Members' knowledge and skills are arranged as necessary. The Chair's annual appraisal is completed by a DfC senior official in line with the current ALB requirements.

In respect of Committee performance, an annual report to the Board is produced for each Committee, outlining the effectiveness of the Committee together with the scope of work undertaken during the year. Independent Committee Advisers are also appraised by the Committee Chair and each Committee also undertakes an internal annual self-effectiveness assessment.

The Board governance framework was further enhanced during 2024/25. A revised and updated Code of Conduct for Board Members was approved in December as part of the annual review, to ensure clarity around roles and responsibilities and underscore the standards and behaviours displayed by the Board. In addition, a range of administrative and logistical improvements were introduced during 2024/25 to further improve operational efficiency and support the Board and its Committees. This programme of work is ongoing to ensure continuous improvement and development.

Following an open tender procurement process, EY was appointed as the provider of the Board Leadership Development Programme in April 2024. The first two training sessions were held in December 2024 and February 2025. A third session is scheduled for August 2025. The Development Programme underpins and enhances strategic leadership and personal development for Board Members. Evaluation feedback has allowed the Board to engage with EY to shape the content and design of the sessions.

Quality of information used by the Board

The Board continuously assesses the quality of information presented to it and periodically reviews the style and format of papers submitted to ensure that the content is of sufficient quality to support effective, timely and informed decision making. Feedback from Board members during the year

via periodic pulse surveys and qualitative feedback have been used to identify areas of best practice and scope for continuous improvement, with work progressed during 2024/25 to streamline Board information to ensure a focus on relevant issues. This work will continue during 2025/26 with further iterations of Board papers and increased use of dashboard reporting across business areas.

Annual Declaration of Interests / Management of Conflicts of Interest / Gifts & Hospitality Declarations

Board Member and independent advisors' conflicts of interest are dealt with in accordance with best practice and are recorded both in the relevant minute(s), and within the electronic register of interests. Quarterly updates to Annual Declarations are presented to the ARAC and published on the website. Should a conflict arise due to declared interests, the Member may be asked to withdraw from the meeting and not participate in any discussion or decision-making.

In this accounting period, there were seven instances identified of potential conflicts of interest during meetings. Of these seven instances, six involved one Committee member who has a recurring potential conflict of interest. The Chair provided assurance that there is no actual conflict of interest arising.

The remaining other instance identified was declared by a Committee Member and was assured there was no actual conflict of interest.

Board / Committee Members, Advisers and Executive Team members are required to declare any gifts or hospitality received / offered and these are presented quarterly to each ARAC meeting. The Housing Executive policy on the declaration and management of interests in place for all staff is set out in the Housing Executive's Resourcing Policy, Procedures, and the Code of Conduct for Housing Executive Officers, published on the Housing Executive website.

The Staff Code of Conduct requires all permanent staff, seconded staff and agency workers who currently carry out work in the Housing Executive, regardless of grade or employment type, to complete the Staff Declaration Register on an annual basis and to keep it under review if any subsequent potential conflict of interest should arise.

The Staff Code of Conduct also governs the handling of outside employment for Housing Executive Officers. Section 9 on Outside Commitments states that Officers must not engage in any external business, any external employment, or any external appointment, without the prior written consent of their Designated Manager.

The Staff Code of Conduct (section 18) sets out advice to managers on staff Leaving Housing Executive Employment. Employees are required to complete the Staff Declaration Register when applying for or approached about, employment with any Housing Association, social landlord, current Housing Executive contractor, supplier or service provider, or a contractor, supplier or service provider tendering for Housing Executive business (subject to certain specified conditions). The Designated Manager should then consider the declaration, identify any potential conflict and take any appropriate actions (e.g. conditions during notice, transfer, duty of confidentiality etc).

Risk Management Overview

The Housing Executive is committed to the effective management of risk to support the achievement of corporate goals and objectives. A robust risk management framework is in place to co-ordinate risk management activities, principally comprising an overarching risk management policy and procedures that embeds risk management across the organisation.

The Board has overall responsibility for ensuring that risk management within the Housing Executive is effective. As Accounting Officer, along with the Executive Team, I have responsibility for ensuring that an effective system of risk management is maintained to inform decisions on financial and operational planning, and to assist in achieving our corporate objectives and targets.

The ARAC is briefed quarterly, and the Board is briefed at each meeting by the ARAC Chair on all risks identified and action plans in place to effectively manage current risk scores.

Performance Review Committee (PRC)

As Accounting Officer, I chair the PRC which meets monthly to review performance and risk. Risks are monitored and the committee facilitates the identification of new, emerging or changing risks so that appropriate action is taken.

The Housing Executive adopts best practice in risk management, based on the 'three lines of defence' model outlined in HM Treasury Orange Book. The dedicated risk management function supports the Directors in effectively managing risk - this is supported by divisional risk champions from each Division who work with Divisional staff to maintain risk registers.

The risk team assist the Divisions with identifying new and emerging risks and horizon scanning. This is carried out on an ongoing basis and regularly reported to the Board and appropriate management-level committees.

The risk appetite statement enables the Board to focus on those risks which present the greatest threat to the Housing Executive. This proportionate approach ensures that adequate oversight of significant risks is in place.

A review of risk appetite was conducted in 2024 and assessed the organisation's overall risk appetite as "Open". The Open appetite reflects our willingness to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. We will seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk. All mitigations will be put in place through controls to ensure the best outcome in the achievement of our objectives.

The Principal Risk Register includes those strategic risks, which the Board and I, as Accounting Officer, consider could have significant impact should they materialise. This is kept under continuous review throughout the year and is updated to reflect the current operating environment.

During the accounting period, the Housing Executive has continued to actively manage, monitor and review the Principal Risk Register and considered the potential risks associated with significant external events, including the Homelessness and access to temporary accommodation issues, ongoing risks in relation to asylum seekers and refugees, as well as those risks unique to the Housing Executive. All significant risks have been proactively managed and monitored during the reporting period in accordance with the strategic risk management framework.

Review of Principal Risks (Corporate Strategic risks)

A new strategic principal risk register went live in May 2024 following the required approvals from the Housing Executive Board.

In 2024/2025, the Housing Executive faced some challenges to the delivery of our vital public services to our customers, tenants, partners and wider society. The Board and Executive Team responded to a range of emerging risks and issues during the year, highlighted below.

The Principal Risk Register up to the end of March 2025 identified 9 Principal risks, both strategic risks relating to the organisation's context as the strategic housing authority for Northern Ireland and organisational risks common to other public sector bodies, such as health and safety, resourcing, finance, and technology. The Housing Executive specific strategic risks were:

- **Homelessness:** Failure to meet statutory duties to people protected under homelessness legislation. Failure to control budget for

temporary accommodation, given the scale and unpredictability of demand and market pressures.

- **Budget:** Insufficient funding to deliver our statutory responsibilities: Regional – allocated budget from Department is insufficient to deliver safe, effective and efficient services.
Landlord- Income/borrowing is insufficient to enable adequate investment in stock in the medium to long term and to progress decarbonisation works in order to provide safe, warm, dry and energy efficient homes.
- **People:** Inability to attract and retain sufficient staffing resources to enable NIHE to meet its objectives.
- **Community Cohesion:** Risk of increased community tensions leading to failure to effectively deliver our services.
- **Health and Safety:** Organisational management of risks potentially impacting the health & safety of our people, tenants, contractors and others
- **Information Technology:** Cyber- NIHE is exposed to cyber threats which could impact on core service delivery.
- **Climate Change:** Unable to Deliver Sustainable Homes and Communities for the future (Short/Medium/Long Term). Failure to protect people and properties from impacts of extreme weather events.
- **Supply Chain and Partnerships:** - Supply Chain not capable of delivering our stock investment programs and essential core services. Partners are not adequately resourced or funded to deliver statutory services.
- **Investment:** Inability to meet our short / medium- and long-term investment plans.
Insufficient investment to meet the needs of our tenants including decarbonisation works to provide safe, warm, dry and energy efficient homes. In worst case scenario, homes no longer economically viable.

Budgetary Availability & Uncertainty

The 2024/25 Budget Submission was submitted to DfC for funding consideration in early March 2024. This document detailed the funding required to deliver an expansive programme of housing services by the NIHE landlord and the Strategic Housing Authority (SHA).

DfC subsequently provided the Housing Executive with indicative funding allocations for the SHA capital and revenue programmes in June 2024. These indicative funding allocations fell significantly short of the required level of funding as outlined in the 2024/25 Budget Submission.

As the SHA is wholly reliant on DfC funding availability, capital and revenue programme outputs were (by necessity) either scaled back or suspended to reflect the reduced level of funding availability.

Following the receipt of additional SHA funding via the in-year Monitoring Round process, the scaled-back SHA capital programme was fully funded (accepting the SHDP target was reduced from 2,000 starts to circa 1,500 starts, a reduction in Affordable Warmth programme approvals and suspension of the private sector discretionary grants programme).

Within the SHA revenue programme a funding shortfall of circa £1.3m continued, despite the following key activities being suspended:

- Homelessness Strategic Prevention programme.
- Supporting People (SP) Provider Investment Fund & work on the SP strategy.
- Elements of the Research and Community Initiatives Programmes.

Accordingly, permission was given by DfC for NIHE to target an approved overspend of £1.3m on the SHA revenue programme (reflecting revenue programme easements within the wider DfC remit).

A key aspect of the projected overspend was the continued growth in demand for temporary accommodation, partly driven by a Home Office decision to accelerate 'leave to remain' decisions for applications by refugees and asylum seekers. In addition, it was recognised that the funding allocation for SHA salaries was insufficient to meet inflationary pay pressures.

Within the NIHE landlord, (which largely operates on the basis of a self-financing rental model), capital receipts generated from the sale of dwellings and land were not returned by DfC to fund the capital disabled adaptations programme.

Accordingly, this programme was funded from Rental Income Reserve funds to the amount of £11.7m.

The NIHE landlord will deliver a stock investment programme of circa £250m in 2024/25. This programme of investment will be funded from a combination of rental income and the Rental Income Reserve.

Demand for Homeless Services

Budget remains an area of ongoing significant risk to the delivery of our homelessness services.

Temporary accommodation demand remains a significant challenge with 8,925 placements having been provided from 1st April 2024 to 31st December 2024, with this representing a 5.8% increase from the 8,433

placements provided in the equivalent period in 2023. The sustained demand for temporary accommodation has resulted in continued pressures in respect of use of non-standard accommodation, with 503 households having been placed in non-standard as of end of January 2025.

The Housing Solutions Task and Finish Group established in November 2023 to increase the NIHE's portfolio of temporary accommodation, continues to meet regularly and make significant progress in increasing our portfolio of temporary accommodation, thus reducing spend on non-standard accommodation. Positive progress has been made with a net increase in our temporary accommodation portfolio across all areas, and consequently a reduction to both the numbers of families placed in non-standard accommodation and the length of stay.

There is ongoing work to identify alternative sources of temporary accommodation with procurement/selection exercises for a Belfast Dispersed Intensively Managed Emergency (DIME) Accommodation and West Area High Support Service ongoing. The Welcome Organisation has secured alternative premises at Centenary House with work continuing to source a longer-term arrangement. While there is a reduced capacity on their arrangements at Centenary House, alternative working arrangements are helping ensure that vital Drop-In support remains accessible to rough sleepers in Belfast.

Home Office (Asylum Seekers)

There remains circa 2.6k individuals in Northern Ireland awaiting a decision on an application for asylum with the Home Office. We continue to engage with the Home Office on data around the programming of decisions, to understand homelessness impact and inform service planning decisions. We are closely monitoring changes and potential impacts on demand for homelessness services and temporary accommodation.

Asset Management

Modern Methods of Construction – Sunningdale Gardens

The first housing scheme delivered by the Housing Executive in 25 years was completed. This has set the standard for social housing of the future, with energy efficient features that will ensure comfortable, future proofed homes with lower heating bills for tenants. The six semi-detached homes were built using Modern Methods of Construction and ultra-low energy building techniques to PassivHaus standard.

Delivered by construction company GEDA, the homes have been built to a standard beyond that of current building regulations in Northern Ireland.

Sunningdale Gardens is a testament to the Housing Executive's commitment to creating a positive and lasting impact on the built environment and society. By embracing innovation and collaboration they have delivered a project that not only meets the needs of its users but also sets a new benchmark for future construction projects.

The Procurement Act

The Procurement Act which became live on 24th February 2025 and represents a significant overhaul of the processes, principles, and procedures that govern public sector contracting. With the intention of simplifying and modernising procurement, the Act will replace the existing regulations, streamlining what has often been seen as a complex and rigid system.

New Procurement Procedures:

- Familiar procedures like open and restricted tendering are being revised, and new tools are being introduced.
- Increased Transparency: The Act mandates greater visibility into procurement decisions, ensuring stakeholders can easily track how contracts are awarded and managed which will lead to enhanced reporting requirements.

Further revisions are anticipated in June 2025 with a revised Northern Ireland Procurement Policy currently awaiting Executive approval.

The evolution of procurement models and approach will be further developed on a project by project basis in line with case law and procurement best practice.

The Procurement Team have refined their processes and engaged with both suppliers and internal stakeholders to ensure a smooth transition.

An action plan is in place and the Assistant Director of Procurement is working with the Cabinet Office to manage the transition.

Building Safety

Following the Grenfell Tower fire and a review of its tower blocks, the NIHE Board approved the establishment of a Building Safety Team in November 2021 in anticipation of new statutory duties being applied in Northern Ireland for High-Risk Residential Buildings (HHRB's) under a Northern Ireland Building Safety Act. To date there has been no specific Northern Ireland

Building Safety Act implemented, however the NIHE's Building Safety Team has been following best practice from other jurisdictions.

Resident Engagement Strategy

In the aftermath of the tragedy social housing came under the spotlight and, following an Independent Review of Building Regulations and Fire Safety, concerns were raised on how building owners engage with residents on building safety matters.

Landlords, developers, residents and Government became involved in this review of processes after it was concluded that the whole system of fire safety for tall buildings needed major reform and that resident engagement and resident safety had to be given a much greater priority throughout the life cycle of buildings.

The UK Government has, as of April 2022, enacted in law The Building Safety Act 2022 and through this has set about to embed both a building safety regime and culture, across England.

This Act enables residents in High-Risk Residential Buildings (HRRB's) to have more say in the management of their building and how their building is kept safe and enables them to raise building safety concerns directly to building owners

It also legislates for an Organisation's Accountable Person to prepare a Resident Engagement Strategy and to share this with each resident.

The Northern Ireland Housing Executive in response to this legislative requirement in England, developed its own HRRB Resident Engagement Strategy, and this was approved in March 2024.

The aims of this strategy is to

- Ensure residents are empowered to play an effective role in ensuring their building is, and continues to be safe;
- Identify ways residents can become involved and the benefits to them by participating in engagement on building safety;
- To Identify the building safety information residents wish to be provided with;
- Identify the way in which residents wish to be provided with building safety information;
- Establish ways in which we engage with residents in relation to the safety of their homes; and
- Clarify NIHE and residents' responsibilities to ensure the blocks remain safe.

The resident engagement team within the building safety team are now visiting all HRRB's to engage with all residents and create building specific resident engagement strategies.

Fire Risk Appraisals External Wall

In 2022, UK Government, issued new guidance for assessing external façade walling components and configurations and this was known as PAS 9980 (Fire Risk Appraisal of External Walling), otherwise known as FRAEW. As the Housing Executive has 4 externally cladded blocks it was agreed to assess them against this new standard. The assessment is undertaken by a Chartered Fire Engineer and involves intrusive inspections of the cladding.

Furthermore, this was in line with a recommendation to assess our cladded tower blocks against new standards from the Independent Reference Group. This was set up post Grenfell to determine if there were any fire safety issues within NIHE high rise blocks with particular emphasis given to the four cladded tower blocks.

Carnet House is the first block to have its FRAEW and number of risks have been identified. The risks identified in the fire safety appraisal have given rise to concerns about the cladding's performance if it is exposed to fire. Therefore, mitigations have been put in place to manage these risks, and these are in accordance with the National Fire Chief Councils (NFCC) "Guidance to support a temporary change to a simultaneous evacuation strategy in purpose-built blocks of flats (V4)". The emphasis is on putting mitigations in place while a permanent solution developed and actioned.

All residents have been informed in line with our Resident Engagement Strategy, through letters and face to face visits.

The three remaining cladded tower blocks will shortly be going through the same exercise.

Administration of Contractor

In October 2021, a maintenance contractor appointed to deliver a range of Response Maintenance and Planned Maintenance contracts ceased trading and subsequently entered administration.

The Housing Executive submitted a Proof of Debt to the administrators amounting to £7.6m (inclusive of VAT), based on cost assessments provided by operational delivery teams to capture the financial impact to the Housing Executive. This amount included £5.7m (inclusive of VAT) representing the projected additional costs of completing the planned maintenance services up to the first contractual break.

Following joint consultation between the relevant parties, the liquidators accepted the Housing Executive's status as a net creditor within the liquidation proceedings, albeit at a significantly reduced value. The Department of Finance subsequently approved the write off £1.7m (inclusive of VAT), with only 3 pence in the pound forecast to be recovered through the administration process. Additionally, the amount of £5.7m (inclusive of VAT), representing the projected additional costs under the Planned Maintenance contract, was classified as an Abandoned Claim.

This claim has been reported under 'losses over £300,000' in the Statement of Losses and Special Payments.

Ministerial Directions

There were no ministerial directions during the accounting period 2024/25.

Personal Data Breaches

During the accounting period 2024/25, the Data Protection Officer (DPO) has advised notification of an alleged personal data breach to the Information Commissioner's Office (ICO).

We await a response from the ICO on any further action they consider that we should take regarding the alleged personal data breach.

3. Overview of Significant Reports/Issues

3a. External Reports

The Comptroller and Auditor General (C&AG) issued a report on Homelessness in Northern Ireland in March 2025. The report concluded that 'The demand for homelessness services, in particular temporary accommodation, coupled with an insufficient supply of social housing is creating significant financial and operational pressures for the NIHE. In this context our report finds that the NIHE has not been able to make sustained progress towards its main strategic homelessness objectives, particularly the prioritisation of prevention.'

The C&AG made 10 recommendations within the report. Those which are the responsibility of the NIHE have been accepted and an action is being developed in response.

3b. Internal Reports

Head of Internal Audit Opinion

The 2024/25 Internal Audit Plan was approved by ARAC in March 2024 and is focused on priorities and key assurance requirements. Progress against

the annual plan is monitored by ARAC over the course of the year. In addition to planned audit assignments Internal Audit have responded to a range of requests for advice and guidance and provided post-audit support. All of this work informs the Internal Audit opinion.

The Head of Internal Audit overall opinion is based on internal audit activity carried out during 2024/25 and cumulative assurances derived from internal audit activity during the previous three year period, with an overall Satisfactory opinion provided for 2024/25.

This means that in the opinion of the Head of Internal Audit, overall there is a satisfactory system of governance, risk management and control. While there may be some residual risk identified, this should not significantly impact the achievement of organisational objectives.

Head of Internal Audit Opinion Housing Benefit

In addition to an overall Head of Internal Audit opinion in relation to the Housing Executive's control environment, the Head of Internal Audit provided a separate satisfactory assurance opinion on the system of internal control over Housing Benefit (HB). The Head of Internal Audit, on the basis of work carried out in 2024/25 and cumulative assurances derived from internal audit activity during the previous two years, provided an overall Satisfactory assurance opinion. In forming the overall opinion, the Head of Internal Audit has taken account of the risk management, control and governance arrangements.

Limited Opinion Audit Reports

One report was issued with a limited opinion by the Head of Internal Audit during 2024/25 and four draft reports have been issued with a limited opinion. Details of the reports are provided below:

Project Delivery (Planned Maintenance): Payments to Contractors Phase Two Deep Dive Testing

Internal Audit performed detailed testing to confirm the consistent application of the documented controls. Internal Audit found the supporting information retained by management was of variable quality and we were unable to confirm the consistent application of the identified control framework. Internal Audit has identified the need for improvements in the retention of key documents for contractor payment applications. Management action plans are in place to implement the improvements recommended by Internal Audit.

Homeless Assessments Belfast Housing Solutions

The review of Belfast Housing Solutions highlighted the high volume of applicants and resourcing pressures faced in dealing with the service demand. In response to these pressures, management introduced

measures including an interim staffing model, a peer support programme, and deviations from the documented control matrix. Where deviations from the control matrix were introduced compensatory controls were used to identify issues and share lessons learned among team members. As this work was not documented Internal Audit were unable to assess its effectiveness in providing compensatory control. Internal Audit has recommended that the documented controls should be reinstated in full to ensure management can effectively demonstrate the management of risk within the homeless assessment process.

Complaints

The review considered the systems and controls in place for the complaints management process. We noted issues regarding records of local office actions; performance against stage 1 and final stage complaints targets; timeliness of responses to NIPSO cases and file management. Housing Services currently have an action plan in place to improve the management of the complaints process, Internal Audit are content that the issues from our audit testing are reflected in the action plan. A recommendation has been made to promote the effective embedding of the new procedures. This incorporates the establishment of: governance and oversight arrangements to monitor implementation and embed the Complaints Handling Action Plan, performance measures and lessons learned.

Project Delivery (Planned Maintenance): Payments to Contractors Phase Three Comprehensive Response Maintenance Payment

The aim of Phase Three of the review was to assess the CT028 Heating Contract - Comprehensive Response Maintenance (CRM) payment arrangements to provide assurance over the design of the procedures and compliance with those procedures. Internal Audit concluded that the procedure design was adequate, however we were unable to evidence compliance with the procedure, including supervisory and management checks of the claims list. Internal Audit has recommended that the procedures be fully implemented.

Technical Inspection Unit (TIU) Reports

Since September 2024, TIU reported on 16 inspections:

- 9 Compliant
- 3 Partially Compliant
- 1 Non-Compliant
- 3 Health checks

There were 19 inspection reviews on the 2024/25 approved TIU plan. Details on their status is set out below:

- 11 issued as final reports; (included in figures above)
- 2 issued as draft report;
- 5 have fieldwork complete;
- 1 to be carried forward.

Monitoring of TIU Recommendations

Technical Inspection Unit (TIU) carries out an annual programme of inspections of planned and response maintenance work, and makes recommendations for improvement, arising from inspection findings. The implementation of these recommendations will result in improved service delivery and contract management across future maintenance works. TIU monitors the implementation of agreed priority 1 and 2 recommendations through the recommendation monitor process. Progress on implementation is reported on a monthly basis through PRG and quarterly through ARAC.

	Opening Balance 01/07/2024		Added		Closed		Closing Balance 25/06/2025	
TIU	13							
	P1	0	P1	4	P1	3	P1	1
	P2	13	P2	89	P2	84	P2	18

Update on Internal Investigations including potential Fraud Investigations reported in 2023/24 Annual Governance Statement.

Of the cases reported in 2023/24, two have been closed and one remains ongoing. One case remains under investigation and all cases both closed and remaining open have been dealt with under the appropriate policy and procedures with action taken where necessary.

Internal Investigations 2024/25 (including Potential Fraud)

In 2024/25, six new cases of suspected fraud were investigated with 3 cases closed finding no evidence of fraud and 3 cases remaining open. All cases have been dealt with under the appropriate policy and procedures.

Tenancy Fraud Unit Investigations (TFU)

From 01 April 2024 – 31 January 2025 of the 104 tenancy fraud cases that were referred to the TFU for investigation:

- 34 dwellings have been recovered.
- 6 fraudulent tenancies were recovered.
- 5 fraudulent housing applications were withdrawn or cancelled.
- 2 cases were withdrawn.

- 3 fraudulent successions\assignments\Joint Tenancy applications were denied.

Whistle-blowing Counter Fraud

During the accounting period 2024/25, eleven new whistleblowing cases were referred to the Head of Corporate Investigation and Security. Five of these cases have been closed and six remain under active investigation. Of the cases closed, three were closed with the allegations not substantiated. One case was referred to Human Resources and the other case was referred to Human Resources and Housing Services.

All whistleblowing and fraud concerns were dealt with in accordance with the appropriate policy and procedures.

NIPSO Investigation

NIPSO wrote to the Housing Executive on 25 February 2025, outlining its proposal to undertake an Own Initiative Investigation. An initial response has been developed and was submitted by NIHE to NIPSO within the 20 working days requested. A reply was received on 20th May, to confirm that NIPSO intends to proceed with an investigation. The letter included a request that NIHE officers contact NIPSO in preparation. The Director of Corporate Services has since met the NIPSO team to seek further information on intended scope and focus of investigation.

4. Declaration of Significant Governance Issues for 2024/25

I can confirm that any governance issues raised in the Assurance Statements for the accounting period 2024/25 were highlighted in the appropriate risk registers, risk owners were allocated, and actions put in place to address them.

Progress in terms of managing these issues was monitored by the Performance Review Committee and through the risk reporting process, including appropriate reporting to the ARAC and the Board. It is important to note that many of these continue to be issues for the Housing Executive and therefore management actions are continuing.

As part of this year's Governance Statement and taking account of the views of internal and external assurance providers, I wish to declare there were no significant governance issues not already addressed in the statement.

5. Other Significant Issues

Housing Benefit Fraud and Error

Housing Benefit overpayments arise from customer fraud, customer error and official error. An example of customer fraud is failing to disclose income or savings or failing to report a change in circumstances knowing that in doing so they are committing fraud, and it would result in a reduced or nil entitlement to Housing Benefit.

Defining Customer Error and Official Error

The official DWP definition of customer error is:

“Where the claimant has provided inaccurate or incomplete information, failed to report a change in their circumstances, failed to provide requested evidence but it is considered that there is no fraudulent intent on the claimant’s part.”

The official DWP definition of official error is:

“Benefit has been paid incorrectly due to an inaction, delay, or a mistaken assessment by a decision maker to which nobody outside the Benefit department materially contributed regardless of whether the Benefit Unit in question processed the information.”

While the responsibility for Fraud and Error in respect of Housing Benefit transferred to the Department for Communities on 1 April 2017, the Housing Executive takes the prevention and detection of customer fraud and error seriously, and we aim to reduce overpayments of Housing Benefit where possible.

Throughout 2024/25, the Housing Executive has been committed to the principle of paying the right award, to the right person, at the right time. We aim to deliver prompt, accurate, secure payments and advice to customers, providing them with an efficient and informed benefits service.

The secure and accurate administration of Housing Benefit is a key priority for the Housing Executive. To support this, robust and thorough quality assurance processes are in place across the HB Areas.

As evidence of our commitment to this the following note sets out the activities and outcomes of work undertaken under the HB Fraud, Error and Overpayment prevention and detection strategies during the 2024/25 financial year.

Assessing the Level of Customer Fraud, Customer Error and Official Error (Rented Sector)

The Department for Communities Standards Assurance Unit has produced their estimates for Customer Fraud, Customer Error, and Official Error levels in Housing Benefit administration for the 2024 calendar year, based on a sample of cases and this is shown in the table below. Comparisons with the 2021, 2022, and 2023 calendar years are also shown.

At the time of writing, these are the latest statistics available to us from DfC Standards Assurance Unit in respect of Housing Benefit fraud and error for 2024.

% of Annual Expenditure	Customer Fraud	Customer Error	Official Error	Total Error	Confidence Intervals
Jan - Dec 2024	3.4%	0.5%	1.6%	5.5%	0.5%
Jan - Dec 2023	3.2%	0.7%	0.9%	4.8%	0.2%
Jan - Dec 2022	2.0%	0.5%	0.4%	2.9%	0.6%
Jan - Dec 2021	2.2%	1.6%	0.4%	4.2%	0.3%

Figures in the above table have been rounded for presentational purposes and may not sum due to rounding.

The monetary value of the customer fraud estimates of 3.4% amounts to £15,995,433, while the total estimate of fraud & error of 5.5% amounts to £25,786,686, of which £4,070,951 is underpaid HB due to official error or customer error. It is important to note that the above figures are based on a sample of claims and represents an estimate of fraud and error in the Housing Benefit caseload.

During the past year customer fraud and error has increased across social security benefits. The Housing Benefit department remains committed to minimising error and maximising the detection of fraud and error. We will continue to work with DfC to carry out a range of data matches and compliance exercises designed to identify, prevent, and address fraud and error in the benefits system.

HB expenditure payments has reduced from £470.5m in the 2023/24 financial year to £464.7m in the 2024/25 financial year (excluding Discretionary Housing Payments). The reduction in HB expenditure is in line with the HB caseload decline with working-age claimants moving to Universal Credit.

The Housing Executive has implemented mandatory annual HB fraud awareness training for all HB staff. In addition to this we encourage all our staff to make fraud referrals to DfC Benefit Security Division for investigation where they suspect fraud.

We also carry out a range of data matching and VEP (Verification of Earnings and Pension) exercises each month. In 2024/25 we continued with these exercises, as well as working in partnership with DfC Benefit Security Division to tackle fraud and error in the Housing Benefit system.

Assessing the Level of Customer Fraud, Customer Error and Official Error (Owner-Occupier Sector)

On 1 June 2022, the Housing Executive became responsible for the administration of Housing Benefit (HB) (Rates) and Low-Income Rate Relief for owner-occupiers, on behalf of Land and Property Services (LPS).

The Department for Communities Standards Assurance Unit has produced their estimates for Customer Fraud, Customer Error, and Official Error levels in Housing Benefit administration for the 2024 calendar year, based on a sample of cases and this is shown in the table below. Comparisons with the 2021, 2022, and 2023 calendar years are also shown. At the time of writing, these are the latest statistics available to us from DfC Standards Assurance Unit.

% of Annual Expenditure	Customer Fraud	Customer Error	Official Error	Total	Confidence Intervals
Jan to Dec 24	10%	0.9%	2.3%	13.2%	1.7%
Jan to Dec 23	7.3%	2.8%	1.6%	11.7%	0.9%
Jan to Dec 22	6.8%	2.7%	2.6%	12.1%	1.4%

Figures in the above tables have been rounded for presentational purposes and may not sum due to rounding.

The monetary value of the customer fraud estimate of 10% equals £2,966,022, while the total estimate of fraud and error of 13.2% amounts to £3,918,487 of which £77,100 is estimated as being underpaid HB due to official error or customer error. It is important to note that the above figures are based on a sample of claims and represent an estimate of fraud and error in the owner-occupier caseload.

The Housing Benefit department remains committed to minimising error and maximising the detection of fraud and error for the owner-occupier caseload. We will continue to work with DfC's Standards Assurance Unit and carry out a range of Data Matching and compliance exercises designed to identify, prevent and address fraud and error in the benefit system.

Means of Addressing Fraud and Error (Real Time Information)

Undeclared earnings and pensions are widely acknowledged as being the largest sources of fraud and error. The Housing Executive receives information from HMRC via Verification of Earnings and Pension (VEP)

Alerts when a claimant's earnings or occupational pension varies. The VEP Alerts are generated daily and the Housing Executive review approximately 350 cases each month which ensures that the correct level of Housing Benefit is being awarded and reduces the likelihood of HB overpayments occurring.

Invest to Save: Earned Income Review

The Department for Communities secured funding to carry out a range of "Invest to Save" initiatives for all social security benefits. The Housing Executive reviews cases where customers have not declared a change to their earned income.

In preparation for the migration of Housing Benefit customers to Universal Credit, a number of categories of HB claims were identified to data cleanse to ensure that the information for all benefits and incomes on the claim was correct. The resultant forward savings when the Housing Benefit was amended for these cases are included in the table below. Other counter-fraud activities are also continuing, including data matching through the Housing Benefit Matching Service, and a small number of Housing Executive cases not considered suitable for referral to BSD (Benefit Security Division in the Department for Communities).

The results of all the above-mentioned counter fraud activity are summarised below:

Apr 2024 - Mar 2025	Claims Reviewed	Error/ Cases	% with Overpayment	Overpayments Raised	Forward Savings
VEP Alerts	4,272	927	22%	£194,076.17	£5,607,544.68
Invest to Save Review of Earned Income	3,659	498	14%	£62,139.03	£2,966,472.58
Invest to Save Capital Review	6,646	210	3%	£300,722.72	£9,610,245.58
Data Cleanse HBMS/NFI	733	75	10%	£87,492.01	£481,632.47
Total Compliance	15,310	1,710	11%	£644,429.93	£18,665,895.25

Partnership with Benefit Security Division

Since 1 April 2017, under new arrangements agreed with BSD (Benefit Security Division within DfC), the Housing Executive is no longer responsible for reporting outcomes of allegations of Housing Benefit fraud

that are received by the Housing Executive and referred to BSD for investigation. However, it does continue to monitor the numbers of cases referred to BSD.

Cases referred to Benefit Security Division BSD for Fraud Investigation	Cases sent to BSD	Cases returned unsuitable for Fraud Investigation
April 24 - Mar 2025	74	0

As well as investigating allegations of Housing Benefit fraud referred by the Housing Executive, BSD is responsible for investigating fraud across all other benefits. When, as a result of the BSD investigations an adjustment to Housing Benefit is required, the Housing Executive is sent a QB2A form to complete and return, detailing any overpayment. A number of these cases will also result in the claimant being prosecuted or receiving an Administrative Penalty.

Cases investigated by BSD resulting in a HB overpayment	Number of cases	Overpayments raised	Prosecutions	Admin Penalties
April 24 - Mar 25	138	£1,020,864.39	12	1

HB Overpayment Recovery

A KPI has been agreed with DfC in respect of the recovery of HB overpayments, whereby the Housing Executive will recover £6.4m in overpaid Housing Benefit in the 2024/25 financial year.

The value of overpayments recovered for the 2024/25 financial year was £8,658,874.84. The table below analyses this data further:

HB Overpayments	Outstanding 01 April 2024 (exc. court costs)	Value of Overpayments raised	Value of overpayments recovered	Written Off	Outstanding on 31 March 2025
April 2024 to March 2025	£40,917,622.53	£8,071,232.78	£8,658,874.84	£991,751.31	£39,317,685.94

The main cause of overpayments is attributed to customers not reporting changes of circumstances including changes to income and household.

A number of initiatives are in place to minimise occurrences of overpayments, including the automated transfer of changes of circumstances via ATLAS files in respect of Tax Credits and Social Security Benefits.

The Housing Executive processed 2,567,883 ATLAS changes notified via the Department for Work and Pensions (an information system that informs local authorities of any change to other social security benefits or tax credits) for the tenanted sector between 1 April 2024 and 31 March 2025.

HB Expenditure and Caseload

Over the course of the year from 1 April 2024 to 31 March 2025, the Housing Executive paid out £464.7m in Housing Benefit (excluding Discretionary Housing Payments). We also assessed 14,830 new claims for Housing Benefit and dealt with 146,129 changes to existing claims notified by claimants.

Additional financial assistance was delivered to 7,336 customers through the Discretionary Housing Payment Scheme, with awards totalling £2.04m being made over the course of the year.

Further help with rates charges was also provided through the Low Income Rate Relief (LIRR) and Lone Pensioner Allowance (LPA) Schemes. During 2024/25 a total of £1.06m was paid in LIRR to Housing Executive and housing association tenants, with an additional £662k paid in LIRR to tenants in the private rented sector. Total caseload including the private rented sector is recorded as 6,528 at the end of March 2025. A further £115k was administered through LPA to Housing Executive and housing association tenants, with an additional £710k administered to tenants in the private rented sector. Total caseload including the private rented sector is recorded as 4,646 at the end of March 2025.

Between 1 April 2024 and 31 March 2025, we paid out £32.8m in Housing Benefit (Rates) and LIRR for owner-occupiers, assessing 1,394 new claims, and dealing with 14,030 changes to existing claims notified by claimants and 1,018,355 changes notified via the Department for Work and Pensions information system that informs local authorities of any change to other social security benefits or tax credits.

HB KPI Performance Outturns for 2024/25

The Finance, Audit, and Assurance Division is operationally responsible for the management and delivery of the Housing Benefit function. However, as Housing Benefit is a statutory responsibility funded from the Strategic Housing Authority budget, for consistency its performance is reported

against the Strategic Housing Authority. The Housing Benefit PI (FAAPI 5.4.5) to 'Ensure the effective and efficient delivery of the Housing Benefit Service in line with agreed performance indicators, including the transition to Universal Credit' was composed of eleven milestones in 2024/25, all of which were successfully achieved. Performance for 2024/25 is shown below:

Housing Benefit PI Target and Performance 2024/25:	2024/25 Target	2024/25 Performance
PI Milestone and Code		
FAAPI 5.4.5.1: Process new Housing Benefit (HB) claims within an average of 12 days.	12 days (average)	7.39 days
FAAPI 5.4.5.2: Process change of circumstances claims within an average of 5 days.	5 days (average)	1.52 days
FAAPI 5.4.5.3: Ensure an accuracy rate of 97% for HB award assessments.	97%	98.39%
FAAPI 5.4.5.4: Recover Overpayments to the value of £6.4 million.	£6.4 million	£8.7 million
FAAPI 5.4.5.5: Process 60% of new claims within 10 days of receipt of the claim.	60%	80.73%
FAAPI 5.4.5.6: 98% of new claims decided within 14 days of having all information.	98%	99.80%
FAAPI 5.4.5.7: Process new owner-occupier Housing Benefit (HB) claims within an average of 15 days.	15 days (average)	6.80 days
FAAPI 5.4.5.8: Process owner-occupier change of circumstances claims within an average of 5 days.	5 days (average)	1.71 days

Housing Benefit PI Target and Performance 2024/25:	2024/25 Target	2024/25 Performance
PI Milestone and Code		
FAAPI 5.4.5.9: Ensure an accuracy rate of 97% for HB award assessments in the owner occupied sector	97%	98.71%
FAAPI 5.4.5.10: Process 60% of new owneroccupier claims within 10 days of receipt of the claim.	60%	80.90%
FAAPI 5.4.5.11: 97% of new owner-occupier claims decided within 14 days of having all information.	97%	99.93%

6. Conclusion

I can confirm that actions are in place to manage any issues identified and that the Housing Executive Team is fully committed to ensuring that these are appropriately addressed without undue delay. Progress in relation to these have been reported to ARAC and the Board throughout 2024/25.

Remuneration and Staff Report:

REMUNERATION REPORT

Remuneration policy

The Executive Team within the Housing Executive is remunerated in line with decisions taken nationally by the Joint Negotiating Committee for Chief Officers (for Directors) and Joint Negotiating Committee for Chief Executives (for the Chief Executive). Appointments to the Board are the responsibility of the Minister and are conducted in accordance with the Code of Practice of the Commissioner for Public Appointments.

Pay remits for senior Housing Executive staff are approved by the Department for Communities. The pay award for 2024/25 was approved in February 2025.

Service contracts

Senior appointments are made in line with the organisation's Appointments and Promotions Procedure which requires appointments to be made on merit and on the basis of fair and open competition. Twelve weeks' notice is required in relation to termination of contract. Separate procedures are in place for short term or temporary arrangements.

Directors' Emoluments – Audited Information

Included in the forthcoming tables are pay and pension details for all members of the Senior Management Team who were employed as staff for the Housing Executive during the year ended 31 March 2025.

REMUNERATION REPORT (continued)

Directors' Emoluments continued – Audited Information

	Date of Appointment	2025 Salary	2025 Bonus Payments	2025 Benefits In Kind	2025 Pension Benefits*	2025 Total	2024 Salary	2024 Bonus Payments	2024 Benefits In Kind	2024 Pension Benefits*	2024 Total
							RESTATED **				RESTATED **
		£'000	£'000	£	£'000	£'000	£'000	£'000	£	£'000	£'000
G. Long Chief Executive	01-Feb-21	145 - 150	-	-	55	205 - 210	140 - 145	-	-	47	190 - 195
C. McFarland Director of Finance, Audit and Assurance	01-Jul-16	110 - 115	-	-	78	185 - 190	105 – 110	-	-	16	120 - 125
P. Isherwood Director of Asset Management	01-Jun-15	110 - 115	-	-	69	180 - 185	105 – 110	-	-	26	130 - 135
D. Moore Director of Corporate Services	01-May-19	110 - 115	-	-	68	175 - 180	105 – 110	-	-	40	145 – 150

REMUNERATION REPORT (continued)

	Date of Appointment	2025 Salary	2025 Bonus Payments	2025 Benefits In Kind	2025 Pension Benefits*	2025 Total	2024 Salary	2024 Bonus Payments	2024 Benefits In Kind	2024 Pension Benefits*	2024 Total
							RESTATED **				RESTATED **
		£'000	£'000	£	£'000	£'000	£'000	£'000	£	£'000	£'000
J. Hawthorne Director of Housing Services	01-Apr-22	110 - 115	-	-	215	325 - 330	105 -110	-	-	45	150 - 155
E.Newberry Director of Strategic Housing Authority (previously known as Director of Regional Services)	26-Sep-22	110 - 115	-	-	202	310 - 315	105 -110	-	-	90	195 - 200

* Pension Benefits disclosed for each director represents the value of pension benefits accrued during the year and is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation and any increase/decrease due to a transfer of pension rights.

** 2023/24 Remuneration for the Senior Staff has been restated due to revision to accrued salary, which has resulted in amendments to the prior year salary bands.

REMUNERATION REPORT (continued)

Directors' Emoluments continued – Audited Information

Total Remuneration

Total remuneration includes salary, non-consolidated performance-related pay, Benefits in Kind and severance payments (if applicable). It does not include employer pension contributions and the cash equivalent transfer value of pensions.

Salary

This report is based on accrued payments made by the Housing Executive and thus recorded in these accounts. 'Salary' includes gross salary, overtime, recruitment and retention allowances and any other allowance to the extent that it is subject to UK taxation and any severance or ex-gratia payments.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument.

Fair Pay Disclosures – Audited Information

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in its organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in the Housing Executive in the financial year 2024/25 was **£145,000 – £150,000** (2023/24: £140,000 - £145,000).

The remuneration for the lowest paid staff member was **£24,010** (2023/24: £22,240). No employee received remuneration in excess of the highest paid director in 2024/25 or 2023/24. Remuneration ranged from **£24,000 to £147,500** (Restated 2023/24: £22,000 to £142,500). The prior year has been restated following the revision to the prior year's highest paid director's salary band.

No performance pay or bonuses have been paid to employees or directors in the current or prior year.

REMUNERATION REPORT (continued)

Directors' Emoluments continued – Audited Information

Pay Ratios

2024/25	25 th Percentile	Median	75 th Percentile
Total remuneration (£)	27,946	33,366	39,053
Pay Ratio	5.3	4.4	3.8
2023/24	25 th Percentile	Median	75 th Percentile
Total remuneration (£)	24,702	30,825	36,648
Pay Ratio	5.8	4.6	3.9

For 2024/25, the 25th percentile, median and 75th percentile remuneration values consisted solely of salary payments (inclusive of overtime and exclusive of severance payments).

The decrease in the pay multiple ratio between 2023/24 and 2024/25 in the median, 25th percentile and the 75th percentile is due to a higher percentage increase in the median remuneration of the workforce than the highest paid director. This is mainly due to most staff receiving a higher percentage pay award for 2024/25 than the highest paid director. This is compared against the salary band, reflecting total salary paid to the highest paid director as disclosed in the remuneration report.

Reporting bodies are also required to disclose the percentage change from the previous financial year in the salary and allowances of the highest paid directors and of their employees as a whole.

The percentage changes in respect of the Housing Executive are shown in the following table.

Percentage Change for:	2024/25 v 2023/24	2023/24 v 2022/23 RESTATED
Average employee salary and allowances	3.7%	4.4%
Highest paid director's salary and allowances	3.5%	-

The percentage change calculated for the Highest paid director is based on the banded remuneration as disclosed in the Remuneration Report.

No performance pay or bonuses have been paid to employees or directors in the current or prior year.

REMUNERATION REPORT (continued)

Directors' Pensions – Audited Information

Name and Title	Total Accrued Pension at Pension Age as at 31 Mar 2025 & Related Lump Sum	Real Incr. (Decr) In Pension & Related Lump Sum At Pension Age	CETV at 31 Mar 2024 (or date of joining)	CETV at 31 Mar 2025 (or date of leaving)	Real Incr. (Decr) in CETV
	£'000	£'000	£'000	£'000	£'000
G. Long Chief Executive	10 - 15 *	2.5 – 5 *	118	166	31
P. Isherwood Director of Asset Management	50 - 55 Plus 60 – 65 Lump Sum	2.5 - 5 Plus 0 – 2.5 Lump Sum	859	944	61
C. McFarland Director of Finance and Assurance	65 - 70 Plus 95 – 100 Lump Sum	2.5 – 5 Plus 0 – 2.5 Lump Sum	1,328	1,428	68
J. Hawthorne Director of Housing Services	65 - 70 Plus 110 - 115 Lump Sum	10 - 15 Plus 10 - 12.5 Lump Sum	1,215	1,458	210
D. Moore Director of Corporate Services	45 - 50 *	2.5 - 5 *	651	730	58
E. Newberry Director of Strategic Housing Authority (previously known as Director of Regional Services)	55 - 60 Plus 90 - 95 Lump Sum	10 - 15 Plus 12.5 - 15 Lump Sum	1,046	1,285	208

*Due to the members joining the scheme after 1 April 2009, when the pension scheme was reformed and the entitlement to a lump sum payable on retirement was removed, there is no accrued lump sum or real increase in lump sum to be disclosed.

Accrued pension benefits included in this table for any individual affected by the Public Service Pensions Remedy have been calculated based on their inclusion in the legacy scheme for the period between 1 April 2015 and 31 March 2022, following the McCloud judgment. The Public Service Pensions Remedy applies to individuals that were members, or eligible to be members, of a public service pension scheme on 31 March 2012 and were members of a public service pension scheme between 1 April 2015 and 31 March 2022. The basis for the calculation reflects the legal position that impacted members have been rolled back into the relevant legacy scheme for the remedy period and that this will apply unless the member actively exercises their entitlement on retirement to decide instead to receive benefits calculated under the terms of the Alpha scheme for the period from 1 April 2015 to 31 March 2022.

REMUNERATION REPORT (continued)

Northern Ireland Housing Executive Pension Arrangements

The Housing Executive participates in the Northern Ireland Local Government Officers Superannuation Committee (NILGOSC) pension scheme for the majority of its employees. The Chair is not a member of the NILGOSC Scheme. The scheme was established by the Government in April 1950 to operate a pension scheme for the local councils and other similar bodies in Northern Ireland. The pension scheme is known as the Local Government Pension Scheme Northern Ireland (the Scheme) and is a defined benefit pension scheme. NILGOSC is the corporate body responsible for the administration of the Scheme and is a non-departmental public body, sponsored by the Department for Communities from May 2016.

From April 2015, the Scheme is a defined benefit career average revalued earnings (CARE) scheme, meaning that future pension benefits will be calculated on career average earnings rather than final salary. This was a change where previously, up until 31 March 2015, the Pension scheme provided benefits for each year of service on a 'Final Salary' basis with a significant change to the scheme in 2009. The major changes to the NILGOSC pension scheme are summarised below:

Prior to 1 April 2009

Prior to 1 April 2009, benefits accrued at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to 3/80ths of pensionable salary for each year of service, prior to 1 April 2009, is payable on retirement.

1 April 2009 – 31 March 2015

Post April 2009, as part of a general review of public sector pension schemes, the Government introduced changes to the pension scheme. Benefits from this date accrued at the rate of 1/60th of pensionable salary for each year of service and the lump sum payment was removed. Further, instead of employees paying a standard contribution rate of 6%, which was applicable up to 1 April 2009 (5% for non-administrative employees prior to 1 January 2003, and 6% thereafter of their pensionable pay), different contribution rates were applied for different pay bands. The revised rates introduced were between 5.5% and 7.5% of pensionable pay. The Scheme's professionally qualified actuaries recommend the rates of employer's contribution to be paid.

From 1 April 2015

The CARE scheme was introduced on 1st April 2015. This operates using a defined benefit career average revalued earnings (CARE) scheme, which results in future pension benefits calculated on career average earnings rather than final salary. The 2015 change also results in contribution rates being calculated on actual pay received rather than full time equivalent pay which was the case in the 2009 Scheme. For 2024/25, employee contribution rates paid were in the 5.5% to 10.5% range and employer contribution rates were 19%.

REMUNERATION REPORT (continued)

Northern Ireland Housing Executive Pension Arrangements (cont'd)

Employees may have accrued benefits under all of the above schemes' variants depending on when they joined the scheme.

From April 2011, pensions payable are increased annually in line with changes in the Consumer Price Index (CPI). Prior to this date, pensions were increased in line with changes in the Retail Prices Index (RPI). The Scheme's professionally qualified actuaries recommend the rates of employer's contribution to be paid.

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NILGOSC arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with "The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations" and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

The actuarial factors that are used in the CETV calculation were changed during 2010, due to changes in demographic assumptions and the move from the Retail Prices Index (RPI) to the Consumer Prices Index (CPI) as the measure used to uprate Housing Executive pensions.

Real Increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period. However, the real increase calculation uses common actuarial factors at the start and end of the period so that it disregards the effect of any changes in factors and focuses only on the increase that is funded by the employer.

REMUNERATION REPORT (continued)

Northern Ireland Housing Executive Pension Arrangements (cont'd)

Pension scheme triennial valuations

Details regarding formal triennial valuations of the pension scheme are included in note 21.

McCloud Remedy

In 2015, when public service pension schemes were reformed, protections for older members were introduced - the NILGOSC (NI) scheme changed from a final salary to a career average pension scheme and members who were within 10 years of their Normal Pension Age (usually age 65) on 31 March 2012 were provided with a protection called the 'underpin'. When a protected member takes their pension, the benefits payable under the career average (CARE) and final salary schemes are compared and the higher amount is paid.

In 2018, the Court of Appeal in England and Wales found that younger members of the pension schemes had been discriminated against as the changes did not apply to them. The changes made to the Scheme from 1 October 2023 are called the McCloud Remedy and remove the discrimination found in the McCloud court case. These changes are now backdated to 1 April 2015. More information on the McCloud remedy can be found on the NILGOSC website.

REMUNERATION REPORT (continued)

Non-Executive Board Members' Emoluments – Audited Information

Name and Title	Date of Appointment	Expiry of Term of Office	2025 Salary £'000	2025 Benefits In Kind (to the nearest £100)	2024 Salary £'000	2024 Benefits In Kind (to the nearest £100)
N Lappin Chair **	5 Nov 2022	4 Nov 2027	35 – 40	-	35 – 40	-
J McMullan Vice-Chair	1 April 2019	31 March 2029	15 – 20	-	15 – 20	-

Emoluments for N Lappin disclosed above reflects her position as Chair for the Housing Executive during this period.

REMUNERATION REPORT (continued)

Non-Executive Board Members' Emoluments – Audited Information

Name and Title	Date of Appointment	Expiry of Term of Office	2025 Salary £'000	2025 Benefits in Kind £ (to the nearest 100)	2024 Salary £'000	2024 Benefits in Kind £ (to the nearest 100)
Board Members						
J. McCall	1 June 2020	31 May 2025	5 – 10	-	5 – 10	-
D. Wilson	1 June 2020	31 May 2025	5 – 10	-	5 – 10	-
C. Welch	1 November 2020	31 October 2025	5 – 10	2,800	5 – 10	3,300
C. Elattar	1 January 2020	17 May 2023	-	-	0 – 5 **5 - 10	-
A. Bresland	1 January 2020	17 May 2023	-	-	0 – 5	-
M. Ruane	1 January 2020	17 May 2023	-	-	0 – 5 **5 - 10	-
A. Grehan	1 January 2020	17 May 2023	-	-	0 – 5 **5 - 10	-
P. Leeson	1 November 2020	31 October 2025	5 – 10	-	5 – 10	-
K. Kerrigan	1 March 2024	2 years or until the date of the next Local Government election	5 – 10	-	0 – 5 **5 - 10	-
P. McCusker	1 March 2024	30 August 2024	0 – 5 **5 - 10	-	0 – 5 **5 - 10	-
C. Mallaghan	1 March 2024	4 June 2024	0 – 5 **5 - 10	-	0 – 5 **5 - 10	-
D. Varsani	8 January 2025	2 years or until the date of the next Local Government election	0 – 5 **5 - 10	-	-	-
S. McIlveen	8 January 2025	2 years or until the date of the next Local Government election	0 – 5 **5 - 10	-	-	-
A. Finnegan	8 January 2025	11 February 2025	0 – 5 *5 - 10	-	-	-

REMUNERATION REPORT (continued)

Board Members' Emoluments – Audited Information

Independent Committee Advisers

Name and Title	Date of Appointment	Expiry of Term of Office	2025 Salary £'000	2025 Benefits in Kind £ (to the nearest 100)	2024 Salary £'000	2024 Benefits in Kind £ (to the nearest 100)
S. Hetherington ***	01 December 2017	30 Nov 2027	0 – 5	-	0 – 5	-
D. Peacock ***	01 November 2020	31 October 2025	0 – 5	-	0 – 5	-
U. Davey ***	01 November 2020	31 October 2025	0 – 5	-	0 – 5	-
N. Sheridan ***	01 September 2021	31 August 2026	0 – 5	-	0 – 5	-
M. Lowry ***	01 September 2021	31 August 2026	0 – 5	-	0 – 5	-
P. Sood ***	01 September 2021	31 August 2026	0 – 5	-	0 – 5	-
L Watson ** ***	25 April 2022	24 April 2027	0 - 5	-	0 - 5	-
D Thompson ** ***	01 September 2022	31 August 2027	0 - 5	1,700	0 - 5	-

** Full year equivalent salary

*** Committee adviser of Audit and Risk Assurance Committee (ARAC), Asset Management and Maintenance Committee (formerly Direct Labour Organisation [DLO] Performance and Development Committee), Resources & Performance Committee or Tenant & Customer Services (T&CS).

The Benefits in Kind relate to travel and accommodation costs paid by the Housing Executive and treated by HM Revenue & Customs as a taxable emolument. The Housing Executive has a PAYE Settlement Agreement in place with HMRC. Consequently, the Housing Executive is liable for income tax and national insurance contributions payable on benefits in kind rather than the individuals who are receiving the benefit in kind.

STAFF REPORT

This report is based on accrued payments made by the Housing Executive, which are recorded in these accounts.

The following sections in the Staff Report are subject to audit:

Staff Numbers and Costs - Audited Information

	2025				2024
	Permanent Staff £'000	Others £'000	Board Members £'000	Total £'000	Total £'000
(a) Staff costs comprise					
Wages and Salaries	106,254	90	118	106,462	101,652
Social Security Costs	11,154	-	7	11,161	11,152
Seconded-in Staff	-	373	-	373	258
Agency Costs	-	17,365	-	17,365	14,302
Total Staff costs					
excluding Pension Costs	117,408	17,828	125	135,361	127,364
Other Pension Costs				22,590	22,264
				157,951	149,628
Less staff costs capitalised - IT Software				(790)	(745)
				157,161	148,883

Social security costs include **£515K** (2023/24: £531K) of apprenticeship levy costs borne by the Housing Executive

The costs of staff seconded to other public sector bodies and other organisations have been netted off the total Salaries Costs.

	2025 £'000	2024 £'000
Wages and Salaries	174	178
Seconded-in Staff	20	20
Other Pension Costs	33	33
	227	231

(b) Average number of persons employed

The average number of full-time equivalent persons employed during the year is shown in the table below.

	2025				2024
	Permanent Staff Number	Others Number	Board Members Number	Total Number	Total Number
Landlord Services	2,151	-	6	2,157	2,159
Strategic Housing Authority	790	-	2	792	752
Agency Staff	-	515	-	515	496
Seconded In Staff	-	6	-	6	4
	2,941	521	8	3,470	3,411

Staff Report continued

Staff numbers and related costs (continued)

(b) Average number of persons employed continued

Staff numbers are distributed accordingly across the Landlord Services and Strategic Housing Authority (previously know as Regional Services) directorates. A recharge is reallocated for direct staff who work specifically in each of these directorates but whose work results in commissioned services elements being performed for the other directorate. Support Services staff are allocated to the Landlord Services and Strategic Housing Authority directorates on the basis of the apportionment methodology (see accounting policy 1(v)).

(c) Employee Gender

At 31 March 2025 there were **3,074** staff employed within the Housing Executive (including Board Members). Below is a gender breakdown by Directorate:

	Male Number	Female Number	Total Number
Executive	2	4	6
Non-Executive Board Members	7	2	9
Landlord Services	1,277	969	2,246
Strategic Housing Authority	352	461	813
	<u>1,638</u>	<u>1,436</u>	<u>3,074</u>

The gender disclosure above does not include agency staff or seconded in staff. As noted the gender disclosure numbers are based on staff employed as at 31 March. This disclosure will differ from staff numbers disclosed in part (b), which are based on average full time equivalent for the 2024/25 financial year.

(d) Staff Turnover

The Northern Ireland Housing Executive staff turnover percentage, based on the number of leavers divided by the average of staff in post over the period, for 2024/25 is **9.0%** (2023/24 is 6.2%). The turnover percentage for agency staff has been calculated as **53.6%** (2023/24: 52.5%). The turnover figures have been calculated by the Housing Executive based on the Cabinet Office Guidance on calculations for turnover in the Civil Service.

Staff Report continued

Early Departure Costs - Audited Information

	2025		2024	
	Nos.	£'000	Nos.	£'000
The cost of early departure decisions taken this year and in previous years are shown in the table below:				
(a) Actuarial compensation paid by the Housing Executive for the early payment of pension benefits provided by NILGOSC to officers who retired early;	-	-	2	9
(b) Restructuring compensation paid and accrued by the Housing Executive to staff who left early;	-	-	1	81
		<u>-</u>		<u>90</u>
Pension Liability				
(c) Annual cost of added years pension granted by the Housing Executive to officers retiring early which is paid by NILGOSC on the Housing Executive's behalf;	340	<u>825</u>	366	<u>875</u>

During the year ending 31 March 2025, No staff left under an approved early retirement NILGOSC scheme.

All staff costs are shown on the face of the Statement of Comprehensive Net Expenditure Account in accordance with IAS 1, 'Presentation of Financial Statements.'

Payments in respect of added years granted to individual employees who retired early in previous years are paid annually to NILGOSC and will continue to be paid until those employees cease to be recipients from the scheme. These costs are accounted for in accordance with IAS 19 and are charged to the Net Pension Liability in the Statement of Financial Position.

Staff Report continued

Early Departure Costs - Audited Information

Reporting of Compensation and Exit Packages for all Staff 2024/25 - Audited Information

Exit Package Cost Band	Number of Compulsory Redundancies	Number of Other Departures Agreed	Total Number of Exit Packages by cost band
< £10,000	-	-	-
£10,000 - £25,000	-	-	-
£25,000 - £50,000	-	-	-
£50,000 - £100,000	-	-	-
£100,000 - £150,000	-	-	-
Total Number of Exit Packages			
2024-25	-	-	-
2023-24	-	3	3
Total Cost £'000			
2024-25	-	-	-
2023-24	-	90	90

Compensation payments for early departure costs have been paid in accordance with discretions allowed under the provisions of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations (NI) as approved by the Housing Executive's Board on 30th April 2008 and amended in September 2011 and August 2012. Ill-health retirement costs are met by the pension scheme and are not included in the table.

Staff Report continued

Our Human Resources Team is based within the Corporate Services Directorate and provides people services for employees across the Housing Executive.

Employee Relations (including Policy)

A key area of work for our HR Advisory Team is supporting the organisation to maintain effective employee relations. We recognise that when employee relations are positive it can improve engagement, wellbeing and productivity. Crucial to this is ensuring we have up to date policies and practices in line with legislation.

Our core policies in this area include discipline, grievance, dignity at work and attendance management. Our core People Management policies have been significantly reviewed and updated in recent years with a recent refresh in February 2025. We work closely with colleagues in Learning & Organisational Development on the development and delivery of people management programme for line managers which will include a focus on ER policies. This year we placed a focus on attendance management and delivered a number of masterclasses. We continue to place a focus on strong case management approaches within HR to assist with timeliness and to provide proactive support at each stage of our procedures.

Trade Union Relationships

Key to effective employee relations is the relationship with our trade union colleagues in NIPSA and UNITE. We meet regularly, both formally and informally, to consult and negotiate on key people issues. The formal negotiating body is the Joint Consultative and Negotiating Committee (JCNC). Membership includes Directors, the Assistant Director of HR and full time Trade Union officials. The primary objective of the JCNC is to promote good employee relations through a process of engagement and communications.

Health & Well-Being

Our Health & Wellbeing Team (H&WB Team) has responsibility for the implementation of the Health & Wellbeing Strategy 2021-2026. Having been the first large public sector employer to be awarded Silver 'We Invest in Wellbeing accreditation by 'Investors in People' in March 2024, the recommendations from this report have been incorporated into our action plan for 2024-2026 and will assist us to improve attendance and embed a proactive culture of wellbeing at work.

The H&WB Steering Group continues to meet quarterly throughout the year and additional subgroup meetings (which include our H&WB Champions) take place for each of the five work streams (Physical Health, Healthy Mind, Financial Wellbeing, Personal Growth & Development and Be Connected) to address actions in the H&WB action plan. We continue to facilitate a wide range of training, webinars, awareness sessions, signposting and e-learning across all five Health and Wellbeing work streams. A calendar of events has been created to target one specific health & wellbeing topic each month. Our Mental Health First Aiders continue to be promoted within the organisation and they meet on a quarterly basis to share knowledge/experiences.

The dedicated Health & Wellbeing Gateway page, the Stay Well Hub and an Inspire HUB continue to be used for ease of access to information on health and wellbeing. The H&WB Team deliver an introduction to wellbeing support as part of the Induction programme for new starts and for apprentices as well as 'Wellbeing Enabled Masterclasses' as part of the People Management Skills for Managers Programme, which has received excellent feedback.

To further increase awareness of health and wellbeing support available within the workplace the H&WB Team deliver short presentations at team, department and directorate meetings and business planning days.

In addition the H&WB team hosted a workshop at the Staff Annual Conference in October 2024 and the feedback and ideas have been included in the action plan.

We also continued to provide the opportunity for employees to take part in Health Assessments and 217 employees availed of the opportunity this year. These include Body Fat %, blood pressure, and cholesterol and urine analysis. Appropriate lifestyle advice on living well is also provided which can include losing weight, stopping smoking and tips about exercise. Employees can talk through issues such as dealing with stress, controlling alcohol, cancer concerns, with an overall aim of signposting to help with early intervention of any illness.

We continue to ensure the provision of appropriate and proactive occupational health and counselling services that protect and promote the physical and psychological wellbeing of our people. In addition to the counselling service, Lena by Inspire provide assistance in other areas such as early dispute resolution, team interventions and individual behavioural coaching.

Attendance Management

The objective this year was for absence to be 5.5% or less by March 2025. Despite significant work being undertaken to increase staff attendance by March 2025 our absence figure was 7.1%.

During the year a wide range of actions were taken to seek to improve attendance and to embed a proactive culture of wellbeing at work including:

- Attendance management masterclasses were delivered to focus the attention of our people managers on this important issue
- HR and Data Analytics are working closely together to develop improved absence reports from our new HR / Payroll system. Improved absence reporting in the near future will significantly enhance early interventions, case management and policy compliance.
- We continue to deliver a full programme of awareness raising, training and many interventions to enable us to prevent absences e.g. through the new start and apprentice Induction programmes; Wellbeing Masterclasses as part of People Management Skills programme; tailored support sessions across various Directorates and teams

- We have a dedicated H&WB Huddle page, StayWell Hub and Lena by Inspire HUB
- We continued to implement our Reasonable Adjustments Policy to assist employees to return to work and to remain in employment.
- Continuing to develop guidance documents under the umbrella of the H&WB Policy e.g. Menopause, Carers and Bereavement support.
- We delivered a wide range of Health and wellbeing events/activities throughout the year
- Preparations to launch the Benenden Healthcare Scheme were finalised for launch 1 April 2025, enabling staff to access healthcare earlier.

Employment, training and equality of opportunity.

With respect to disability, we ensure that equality of opportunity is provided to all employees and those seeking employment. At point of entry to the organisation, 3.8% of employees consider themselves to have a disability under the Disability Discrimination Act (DDA) definition. This figure reflects disability declared when by employees when they start working for the Housing Executive. During 2025/2026 measures will be put in place to capture the current position including disabilities acquired over time. This will lead to more accurate reporting and will see this baseline of 3.8% increase significantly given acquired disabilities since joining the organisation.

Specific actions have been identified with respect to disability to build on the policies, procedures and practices which are already in place within the Housing Executive.

Examples include:

- In June 2023 we launched a new Reasonable Adjustments Policy to set out a consistent approach to considering and implementing reasonable adjustments for people who have a disability.
- Our attendance management procedure also ensure that we consider adjustments which will enable employees to remain in work or return to work following absence relating to a disability.

With respect to recruitment and selection, the Housing Executive has comprehensive Resourcing Policies in place which ensure that all appointments and promotions are based on merit through fair and open competition. Recruitment panels are trained to ensure decisions are objective and that reasonable adjustments are accommodated as appropriate.

As outlined above in relation to our resourcing activity, the organisation has delivered a significant programme of recruitment activity during the year. In collaboration with colleagues in Corporate Communications and our Equality, Diversity Inclusion and Safeguarding Team, we have implemented targeted outreach measures in support of our Affirmative Action Plan. Specific actions and workstreams have been developed to help us achieve our goal to be an employer representative of our community. We continue to enhance our advertising methods and reach to include additional social media, radio and

information sessions for larger exercises. Our improved employer branding also ensures diversity in imagery to ensure we are seen as an inclusive employer.

Equality Diversity & Inclusion.

Promoting Equality, Diversity and Inclusion continues to be a priority for the Housing Executive as we embrace inclusive ways of working and providing services to our customers. We are committed to addressing housing inequalities experienced by our customers and building a diverse and inclusive workforce. We actively encourage equality, diversity and inclusion in our working and thinking. The Equality, Diversity, Inclusion & Safeguarding (EDIS) Unit, established in 2022, is responsible for:

- Compliance with Section 75 Duties and the implementation of the Housing Executive's Equality Scheme;
- The delivery of the Affirmative Action Plan and associated actions including developing and maintaining the EDI Steering Group and Work Streams;
- Providing Communication support to staff and customers who have a sensory disability or do not have a command of the English language;
- Maintaining a Safeguarding Service; and
- Fair Treatment Recruitment and Workforce Reporting (Article 55 and the annual return to the Equality Commission).

Affirmative Action Plan and the EDI Steering Group

In 2024/25 our EDI Steering Group, comprised of senior managers from across the organisation, met formally four times and continued to provide strategic oversight on the delivery of the Affirmative Action Plan that target areas of underrepresentation in our workforce. Actions included participation in events as part of International Women's Day, Belfast and Newry Pride, Belfast Mela, Disability Pride Month, Good Relations Week, Black History Month and Men's Health Month. In addition the EDI Steering group and the associated work streams contributed to the Housing Executive's response to the NI Autism Strategy and the Government led initiative to end violence against Women and Girls. The EDIS team also provides a comprehensive safeguarding service to the organisation and works closely with all the Health Trusts.

Learning and Organisational Development (L&OD)

The Learning and Organisational Development (L&OD) function was established in September 2021 and comprises four departments: L&OD, Programme Management Office (PMO), Business Planning and Performance (BP&P) and Equality, Diversity, Inclusion and Safeguarding (EDIS).

A number of significant projects and advances have been made across all areas of Learning and Organisational Development. A key focus of our People Strategy is to engage with our people across the organisation to understand levels of engagement and opportunities to improve. Following the launch of 'the Big Listen' Employee Engagement Survey in May 2023, all Directorates have developed an Engagement Action Plan specific to their results and needs and are continuing to work towards meeting and reporting on

key milestones. A number of initiatives have been launched as part of our Engagement Actions to include an updated Reward and Recognition Approach and Actions, Learning Fridays, Organisation Performance Updates to staff, full embedding of our GROW Performance Management conversations, the Abusive Behaviours Survey and improved communications via our 'Connect' Brief, 'Huddle' intranet page and increased Snr Team visibility across the Regions.

Business Leads have continued to act throughout the year to ensure staff see action taken as a result of their feedback, this includes holding regular engagement sessions and team discussions to continue to improve engagement. For example, within Asset Management a total of 758 staff were invited to attend Engagement days, enabling all staff to have their say and provide feedback on important issues. These events were very successful both in terms of the level of feedback and engagement and with 89% attendance which included 419 attendees from Housing Direct (formerly DLO).

The L&OD team completed an organisation wide corporate learning needs analysis (LNA) in late 2023 to understand professional skill needs across the organisation. In response, a range of yearly eLearning and face-to-face modules and programmes were developed, which commenced in spring/summer 2024.

Due to the success of this programme a further nine professional personal skills courses were arranged for the period from August to September 2024 and were fully attended, with the aim of enhancing organisational capability in relation to communication, negotiation, productivity, resilience, empathy, and influence. Courses included: Mastering Personal Communication, Excellence in Personal Productivity and Line Manager Supervisory & Leadership Impact. Over 100 staff attended the programmes, and all courses were fully evaluated in terms of new information, new knowledge, new skills and new behaviours. Feedback and recommendations were factored in into the development of new training to ensure optimum learning and application to the work we do.

The above programmes have been made available to staff through face-to-face delivery and our learning platform to support a flexible, 'blended' approach to learning and development, therefore suiting a range of differing development needs. Corporate Training is based on the LNA and organised by the L&D Team.

In addition to a wide range of eLearning available to all staff, the Corporate Training programme will continue to offer approximately 15 prioritised courses on a rolling basis, delivered through our new quarterly corporate eLearning programme and aligned to our training needs analysis and GROW Conversation output (launched in February 2025). This guarantees a structured and easily navigated approach to mandatory and highly recommended training i.e. Climate change eLearning, Just a Minute (JAM) training, Safeguarding Awareness: Children and Adults at Risk, Site safety. training for non-construction staff, Suicide Awareness training and Domestic Abuse eLearning.

Off-Payroll Engagements

Off-payroll engagements to be disclosed refer to agency staff engaged to the Housing Executive, at a cost (including on-costs) of over £245 a day. The Northern Ireland Housing Executive does not currently have any Agency Workers engaged at a cost of over £245 a day.

There were no off-payroll engagements of board members and / or senior officials with significant financial responsibility during the financial year.

There were 16 individuals, engaged on-payroll, with significant financial responsibility during 2024/25 (2023/24: 16).

Health & Safety

The Housing Executive is committed to adhering to all existing legislation on health and safety at work to ensure that staff and customers enjoy the benefits of a safe environment.

Expenditure on Consultancy

The Housing Executive spent **£20k** (2023/24: £132k) on consultancy projects during the year.

The Housing Executive also spent **£18.6m** (2023/24: £14.3m) on the employment of temporary staff. These staff were largely engaged in the performance of statutory duties for Landlord Services and the Strategic Housing Authority (previously known as Regional Services) activities to cover additional workloads and vacant posts.

Assembly Accountability and Audit Report

ASSEMBLY ACCOUNTABILITY REPORT

Statement of Losses and Special Payments - Audited Information

	2025		2024	
	Number	£'000	Number	£'000
Claims Waived (Amounts Written Off):				
Rent & Rates	2,188	1,256	2,208	1,245
Recoverable Charges - Damages	55	145	148	124
Recoverable Charges - Legal	178	93	203	370
Hostels	189	17	40	18
Travellers	4	4	1	1
Rent & Rates - Debt Relief Orders	18	73	38	145
Housing Benefits Overpayments	2,525	992	2,196	1,093
	5,157	2,580	4,834	2,997
Losses over £300,000	2	8,066	-	-
Ex Gratia & Other Special Payments	94	52	109	130
Public Liability Claims	228	1,533	162	2,029
Contractual Claims	2	21	1	2
Other Write Offs and Cash losses - numerous	312	143	31	184
	5,795	12,395	5,137	5,341

Losses and Special Payments are included in Note 6 of the Financial Statements with the exception of Housing Benefit overpayments which are accounted for in Housing Benefit Expenditure in the Statement of Comprehensive Net Expenditure.

There was one special payment and one write off / abandoned claim over £300k, which have been separately disclosed above. The special payment of £700k was made, based on legal counsel's advice, in settlement of a claim arising from the early termination of a contractor agreement. Details regarding the write off / abandoned claim can be found on page 164.

Regularity of Expenditure - Audited Information

Issues pertaining to the regularity of Housing Executive expenditure, specifically for Housing Benefit, are discussed in the Governance Statement.

Fees and charges - Audited Information

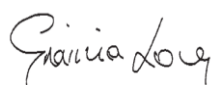
The Housing Executive does not have material income generated from fees and charges, with the exception of rental income collected from the Housing Executive's Landlord Services tenanted properties. The rental income charges increase is approved by the Minister for Communities and is not full cost recovery. Income for Landlord Services tenanted properties is £445m (inclusive of interest receivable and pension financing charges) against total cost of £469m (inclusive of financing charges). Further details can be found in the annex on page 280. This note is provided for fees and charges purposes and not for the International Financial Reporting Standard (IFRS) 8 purposes.

Remote Contingent Liabilities - Audited Information

The Housing Executive has no significant liabilities for which the likelihood of a transfer of economic benefit in settlement is too remote to meet the definition of contingent liability. Contingent liabilities are disclosed in Note 23 of the financial statements.

Notation of gifts

No notation of gifts over the limits prescribed in Managing Public Money Northern Ireland were made.



Grainia Long

Chief Executive

Date: **25 June 2025**

THE CERTIFICATE OF THE COMPTROLLER AND AUDITOR GENERAL TO THE NORTHERN IRELAND ASSEMBLY

Opinion on financial statements

I certify that I have audited the financial statements of the Northern Ireland Housing Executive for the year ended 31 March 2025 under the Housing (Northern Ireland) Order 1981. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards as interpreted and adapted by the Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of the Northern Ireland Housing Executive's affairs as at 31 March 2025 and of the Northern Ireland Housing Executive's net expenditure for the year then ended; and
- have been properly prepared in accordance with the Housing (Northern Ireland) Order 1981 and Department for Communities directions issued thereunder.

Qualified opinion on regularity

In my opinion, except for the level of estimated fraud and error in Housing Benefit expenditure as described in the Basis for qualified opinion section below, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for qualified opinion

The total amount paid by the Northern Ireland Housing Executive in Housing Benefit during the year ended 31 March 2025 was £466.7 million. The level of estimated fraud and error within Housing Benefit expenditure are overpayments of £21.7 million and underpayments, due to official error, of £2.2 million (as reported in Note 27 to the accounts). Housing Benefit overpayments are irregular because the expenditure has not been applied to the purposes intended by the Northern Ireland Assembly. In addition, transactions containing both over and underpayments arising from official error are irregular because the Northern Ireland Housing Executive has not accurately calculated benefits in accordance with the regulations that specify entitlement criteria and the basis for the amount of Housing Benefit to be paid.

I have therefore qualified my opinion on the regularity of Housing Benefit expenditure because of the level of:

- overpayments attributable to fraud and error where payments have not been applied to the purposes intended by the Northern Ireland Assembly; and
- overpayments and underpayments in such benefit expenditure payments which do not conform with the relevant authorities.

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate.

My staff and I are independent of the Northern Ireland Housing Executive in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Northern Ireland Housing Executive's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Northern Ireland Housing Executive's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for the Northern Ireland Housing Executive is adopted in consideration of the requirements set out in the Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Northern Ireland Housing Executive and the Chief Executive with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the annual report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate. The Northern Ireland Housing Executive and the Chief Executive, as Accounting Officer, are responsible for the other information in the Annual Report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department for Communities directions made under the Housing (Northern Ireland) Order 1981; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Northern Ireland Housing Executive and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Northern Ireland Housing Executive and the Chief Executive for the financial statements

As explained more fully in the Statement of Northern Ireland Housing Executive's and Chief Executive's Responsibilities, the Northern Ireland Housing Executive and the Chief Executive, as Accounting Officer, are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- ensuring the annual report, which includes the Remuneration and Staff Report, is prepared in accordance with the applicable financial reporting framework; and
- assessing the Northern Ireland Housing Executive's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Chief Executive, as Accounting Officer, anticipates that the services provided by Northern Ireland Housing Executive will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to examine, certify and report on the financial statements in accordance with the Housing (Northern Ireland) Order 1981.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Northern Ireland Housing Executive through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included the Housing (Northern Ireland) Order 1981;
- making enquires of management and those charged with governance on the Northern Ireland Housing Executive's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of the Northern Ireland Housing Executive's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: expenditure recognition, overpayments in Housing Benefit expenditure due to customer fraud, payments based on complex scheme rules and contract management arrangements to determine eligibility and value, and the posting of unusual journals;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate, and undertaking procedures to allow me to rely on

the level of estimated fraud and error in Housing Benefit expenditure provided by the Department for Communities; and

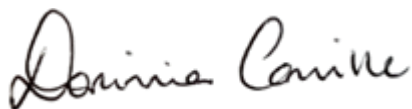
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website

www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

My detailed observations on the level of estimated fraud and error in Housing Benefit expenditure are included in my report attached to these financial statements.



Dorinnia Carville
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

3 July 2025

FINANCIAL STATEMENTS

Northern Ireland Housing Executive

Statement of Comprehensive Net Expenditure for the year ended 31 March 2025

	Note	2025 £'000	2024 £'000
Income			
Rental Income	4	344,213	321,449
EU Income	4	157	84
Other Income	4	81,121	65,746
Total Housing Benefit Income	7	<u>458,771</u>	<u>471,773</u>
Total Income		<u>884,262</u>	<u>859,052</u>
Expenditure			
Staff Costs	5	(157,161)	(148,883)
Other Expenditures	6	(630,190)	(573,046)
Total Housing Benefit Costs	7	(458,771)	(471,773)
Depreciation, Amortisation, Write Offs & Write Down	9(a)	<u>(41,503)</u>	<u>(33,545)</u>
Total Expenditure		<u>(1,287,625)</u>	<u>(1,227,247)</u>
Net Expenditure before Interest		(403,363)	(368,195)
Interest Receivable and Similar Income		18,717	16,107
Financing Charges	8	(11,145)	(12,224)
Pension Financing Charges	21(d)	3,796	722
Net Expenditure before taxation (C/Fwd)		<u>(391,995)</u>	<u>(363,590)</u>

Northern Ireland Housing Executive

Statement of Comprehensive Net Expenditure (Continued) for the year ended 31 March 2025

	Note	2025 £'000	2024 £'000
Net Expenditure before taxation (B/Fwd)		(391,995)	(363,590)
<u>Other Comprehensive Net Expenditure</u>			
Items that will not be reclassified to net operating costs:			
Net (loss)/gain on revaluation of Property, Plant & Equipment and Intangible Assets		182,245	103,546
Net (loss)/gain on revaluation of Pension Actuarial Gains & Losses	21(e)	(85,518)	63,678
Other Comprehensive Net Expenditure		96,727	167,224
Total Comprehensive Net Expenditure for the year ended 31 March 2025		(295,268)	(196,366)

All amounts in the Statement of Comprehensive Net Expenditure relate to the continuing operations of the Northern Ireland Housing Executive.

The notes on pages 214 to 279 form part of the accounts.

Northern Ireland Housing Executive

Statement of Financial Position as at 31 March 2025

	Note	2025 £'000	2024 £'000
Non-current assets			
Property, Plant & Equipment - Operational	9(a)	2,792,256	2,632,278
Property, Plant & Equipment - Non Operational	9(b)	971	1,427
Intangible Assets	9(c)	2,640	1,968
Right of Use Assets	9(d)	6,247	8,959
Defined Pension Asset	21(c)	-	77,811
Trade and other receivables	13 & 14	24,630	29,416
Total non-current assets		2,826,744	2,751,859
Current Assets			
Short Term Investments	10	287,700	292,000
Assets Classified as Held for Sale	11	1,271	2,247
Inventories	12	1,031	1,623
Trade and other receivables	13 & 14	70,709	70,990
Cash and cash equivalents	15	47,017	36,070
Total current assets		407,728	402,930
Total assets		3,234,472	3,154,789
Current Liabilities			
Trade and other payables	16	(241,301)	(227,809)
Provisions	20	(4,946)	(4,803)
Total current liabilities		(246,247)	(232,612)
Net Current Assets		161,481	170,318
Non-current assets less net current liabilities		2,988,225	2,922,177
Non-current liabilities			
Trade and other payables	16	(30,681)	(26,992)
Loans Outstanding	17	(85,351)	(96,724)
Provisions	20	(2,950)	(1,673)
Defined Pension Liability	21(c)	(5,925)	-
Total Non-current liabilities		(124,907)	(125,389)
Assets less Liabilities (C/Fwd)		2,863,318	2,796,788

Northern Ireland Housing Executive

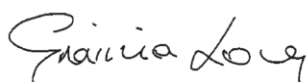
Statement of Financial Position (Continued) as at 31 March 2025

	Note	2025 £'000	2024 £'000
Assets less Liabilities (B/Fwd)		2,863,318	2,796,788
Taxpayers' Equity			
Statement of Comprehensive Net Expenditure Reserve		1,453,886	1,557,229
Revaluation Reserve		1,409,432	1,239,559
		2,863,318	2,796,788

The financial statements on pages 208 to 279 were approved by the Board Members of the Northern Ireland Housing Executive and signed on their behalf by:



Nicole Lappin
Chair



Grainia Long
Chief Executive

Date: 25 June 2025

The notes on pages 214 to 279 form part of the accounts.

Northern Ireland Housing Executive

Statement of Cash Flows for the year ended 31 March 2025

	Note	2025 £'000	2024 £'000
Net Cash Outflow from Operating Activities	22(a)	(358,505)	(357,939)
Cashflow from Investing Activities	22(b)	(12,852)	(36,809)
Cashflow from Financing Activities	22(c)	358,060	395,894
Increase/(Decrease) in Cash & Cash Equivalents in the period		(13,297)	1,146
Cash and Cash Equivalents at beginning of period		36,070	34,924
Cash and Cash Equivalents at end of period	22(d)	22,773	36,070
Cash and Cash Equivalents are represented by:			
Cash and Cash Equivalents	15	47,017	36,070
Bank Overdraft	16	(24,244)	-
Cash and Cash Equivalents at end of period	22(d)	22,773	36,070

The notes on pages 214 to 279 form part of the accounts.

Northern Ireland Housing Executive
Statement of Changes in Taxpayers' Equity
for the year ended 31 March 2025

	SOCNE Reserve £'000	Revaluation Reserve £'000	Total Reserves £'000
Balance at 31 March 2023	1,447,864	1,146,239	2,594,103
Changes in reserves 2023/24			
Comprehensive Net Expenditure for year	(299,912)	103,546	(196,366)
Grant from Sponsoring Department	399,051	-	399,051
Transfers between reserves	10,226	(10,226)	-
Balance at 31 March 2024	1,557,229	1,239,559	2,796,788
Changes in reserves 2024/25			
Comprehensive Net Expenditure for year	(477,513)	182,245	(295,268)
Grant from Sponsoring Department	361,798	-	361,798
Transfers between reserves	12,372	(12,372)	-
Balance at 31 March 2025	1,453,886	1,409,432	2,863,318

The notes on pages 214 to 279 form part of the accounts.

Notes to the Accounts

Note 1

Accounting Policies

Introduction

These financial statements have been prepared in accordance with the Government Financial Reporting Manual (FReM) issued by the Department of Finance. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Housing Executive for the purpose of giving a true and fair view has been selected. The particular accounting policies adopted by the Housing Executive are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

The accounting policies which have a material impact on the accounts are as follows:

1.1 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment, intangible assets and inventories.

The policies which have a material impact on the accounts are as follows:

a) Accounting Conventions

- The revenue and capital accounts are maintained on an accruals basis. This means that expenditure and income are recognised in the accounts in the period in which they are incurred or earned, not as money is paid or received.
- Income is matched with associated costs and expenses in so far as their relationship can be established or justifiably assumed.
- Income has only been disclosed in the accounts where there is reasonable certainty, and proper allowances have been made for all foreseeable losses and liabilities.
- Consistent accounting policies have been applied both within the year and between years. Where accounting policies are changed, the reason and effect have been separately disclosed.
- The accounts have been prepared on a going concern basis.
- Where estimating techniques are required to enable the accounting practices adopted to be applied, then the techniques which have been used are, in the Housing Executive's view, appropriate and consistently applied. Where the effect of a change to an estimation technique is material, a description of the change and, if practicable, the effect on the results for the current year is separately disclosed.

Note 2 provides detail of material changes to estimating techniques for the current reporting year. There were none to report for 2024/25.

- The Housing Executive has reviewed new accounting standards that have been issued but are not yet effective, nor adopted early for these accounts:
 - **IFRS 17** Insurance Contracts will replace IFRS 4 (Insurance Contracts) and is effective for accounting periods beginning on or after 1 January 2023. In line with the requirements of the FReM, IFRS 17 will be implemented, as interpreted and adapted for the public sector, with effect from 1 April 2025. It is not anticipated that this will have a significant impact on the Housing Executive's accounts.
 - **IFRS 18** Presentation and Disclosure in Financial Statements was issued in April 2024, replacing IAS 1 (Presentation of Financial Statements), and is effective for accounting periods beginning on or after 1 January 2027. IFRS 18 will be implemented, as interpreted and adapted for the public sector if required, from a future date (not before 2027-28) that will be determined by the UK Financial Reporting Advisory Board in conjunction with HM Treasury following analysis of this new standard. It is not anticipated that this will have a significant impact on the Housing Executive's accounts.
 - **Non-investment asset valuations** In December 2023, Treasury released an exposure draft on potential changes to valuing and accounting for non-investment assets (e.g. PPE, intangible assets). The following changes to the valuation and accounting of non-investment assets is to be included in the 2025-26 FReM for mandatory implementation:
 - References to assets being held for their 'service potential' and the terms 'specialised/ non-specialised' assets are being removed from the FReM.
 - Non-investment assets are instead described as assets held for their 'operational capacity'. This change has no impact on the valuation basis of non-investment assets, which remains Existing Use Value (EUV).
 - The option to measure intangible assets using the revaluation model is withdrawn. The carrying values of intangible assets at 31 March 2025 will be considered the historical cost at 1 April 2025.
 - Assets are now to be valued using the one of the following processes (with the exception of Housing Stock, which will continue to be valued in accordance with the Stock valuation guidance):
 - A quinquennial revaluation supplemented by annual indexation.
 - A rolling programme of valuations over a 5-year cycle, with annual indexation applied to assets during the 4 intervening years.
 - For non-property assets only, appropriate indices.
 - In rare circumstances where an index is not available, a quinquennial revaluation supplemented by a desktop revaluation in year 3.

- The option to measure intangible assets using the revaluation model is withdrawn. The carrying values of intangible assets at 31 March 2025 will be considered the historical cost at 1 April 2025.

b) Income

Income is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of a third party. The Housing Executive recognised Income when it transfers control over service provided to a customer.

Rental Income

Rental Income, accounted for on an accruals basis and disclosed in the Statement of Comprehensive Net Expenditure, is the gross rent collectable less rents collectable on voids (vacated dwellings) and abatements for related properties. Rental Income is based on the consideration specified in the rental agreement, allowing for any increase approved annually by DfC. All arrears and advances are reported in the receivables and payables due within one year and after one year.

Rates Income

Rates Income Received, which is shown in Other Income within the Statement of Comprehensive Net Expenditure, refers to rates collectable on Housing Stock and garages. Rates income is recognised on an accruals basis.

Service charges - income from sold flats

Service charge income from sold flats is recognised on an accruals basis as it falls due. Service charges are due from residents of old flats, which were previously owned by the Housing Executive. The service charges on all schemes are set on the basis of budgeted spend.

c) Insurance

It is the Housing Executive's policy to self insure and expense immediately against Public Liability Claims below £500k for any one incident (limit of indemnity £20m), damage to Housing Stock (with the exception of multi storey flats and hostels) and Professional Indemnity Insurance.

d) Housing Benefit

Means tested Housing Benefit is administered by the Housing Executive on behalf of the Department. All claimant payments and the majority of the administrative costs are funded by the Department.

Funding recovered from the Department is not treated as a grant but is included as income in the Statement of Comprehensive Net Expenditure.

Housing Benefit overpayments are accounted for in the Housing Executive's books as a receivable due from the overpaid claimant and a payable due to the Department when the

debt has been recovered. The Department's books will include as a receivable the amount of Housing Benefit recoverable by the Housing Executive.

e) Intangible Assets

IAS 38, "Intangible Assets", covers accounting for the recognition, measurement and amortisation of Intangible assets, in particular Computer Software.

Computer software is defined as an Intangible Asset under IAS 38. It is measured on initial recognition at cost. Following initial recognition, computer software is re-valued each year by reference to appropriate Treasury approved indices. Computer software is carried at valuation less any accumulated amortisation and any accumulated impairment losses.

Computer software is amortised over its useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for computer software with a finite useful life is reviewed at each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method of amortisation as appropriate. Any adjustments are treated as changes in accounting estimates. The amortisation expense on computer software is recognised in the Statement of Comprehensive Net Expenditure within Depreciation, Write Offs and Write Down.

Gains or losses arising from de-recognition of computer software are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Statement of Comprehensive Net Expenditure Accounts when the asset is de-recognised.

Amortisation

It is policy to provide a full year's amortisation in the year of purchase. Computer Software is amortised on a straight line basis with no residual value. The principal terms used are:

Computer Software	4-10 years
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f) Property, Plant & Equipment

IAS 16, "Property, Plant & Equipment", covers accounting for the recognition, measurement, valuation and depreciation of non-current assets. IAS 16 allows for revaluation of such assets and states that it will be sufficient to perform a full valuation by a qualified external valuer at least every five years, an interim valuation in year three, and an interim valuation in other years where there has been a material change in value. In interpreting IAS 16 for the public sector, the FReM permits a full valuation of assets every five years with annual indexation in the intervening years and no interim professional valuation. The Housing Executive has adopted this latter approach for all non-current assets other than Housing Stock and Land, which will continue to be revalued annually.

Operational Assets

Housing Stock

Operational housing stock is revalued each year on the basis of open market value for existing use (Existing Use Value for Social Housing), in accordance with guidance issued by the Department of Communities & Local Government in England titled 'Stock valuation for resource accounting 2016: guidance for valuers'.

To determine the open market value, the "Beacon approach" to valuation is adopted for valuing the housing stock. Under the Beacon approach, the Housing Executive's total housing stock is split into property archetypes, through uniting characteristics material to the valuation. The value of a property archetype is determined by valuing a sample dwelling, representative of the property archetype, and using this value as the average value for the group. Internal inspections of each sample dwelling will be carried out every five years, in line with FReM. A full valuation was carried out by Land & Property Services at 31 March 2024, where valuers carried out an internal inspection of each sample dwelling. The next full valuation is due to be carried out at 31 March 2029.

Between 31 March 2025 and 31 March 2028, the housing stock will be subject to an annual 'desk-top' revaluation by Land & Property Services to reflect changes in stock numbers and market values. The valuation process will be based on the beacon approach adopted in year one of the five year valuation cycle with the revised open market value being adjusted by the adjustment factors. The adjustment factors will be updated in intervening years in accordance with changes to market conditions. This follows the guidance issued by the Department of Communities & Local Government.

To obtain Existing Use Value for Social Housing, the market value for each property archetype is adjusted by a factor which reflects the valuation for the properties if they were to be sold with sitting tenants enjoying tenant's rights. This method of valuation is carried out using guidance issued by the Department of Communities & Local Government in England titled 'Stock Valuation for Resource Accounting 2016 : Guidance for Valuers'. The Adjustment Factor measures the difference between private open market rented and socially rented property at a regional level. During 2024/25, the University of Ulster calculated adjustment factors reflecting the private/public sector yield relationship.

Voids which will be lettable are valued in line with normal stock valuations. Non-lettable voids are valued at Open Market Value, in line with the guidance issued by the Department of Communities & Local Government.

Land

During 2024/25, Land was revalued on the basis of fair value for existing use. Additions to the land bank have been valued by external qualified valuers. Amenity land is recorded at Nil value as its value is considered to be reflected within the social house values. Where there is a reclassification of such land to development use, a revised valuation will be undertaken. Departmental approval provides for the transfer of land to Housing Associations (HA) at Nil value. Such a transfer is recorded in the Housing Executive accounts as a Loss on Disposal-Housing Association (see note 9(a)). The Housing

Executive on behalf of the Department recoups the market value of these by deducting from the grant paid to Housing Associations.

Other Property

Commercial Properties, Hostels, Offices and Stores, and Travellers' Sites are valued in accordance with the FReM. They are revalued and relifed every five years by external professional valuers and in the intervening years appropriate indices are applied. Commercial Properties, Offices and Stores are valued on the basis of fair value for existing use. Hostels and Travellers' sites are valued at depreciated replacement cost.

Other assets

Short life assets, which includes Motor Vehicles, Plant and Machinery, Estate Management Equipment and Computer Equipment, are revalued each year by reference to appropriate Treasury approved indices.

De minimis rule

Non housing and housing stock related expenditure valued at £2,000 or less is charged to the Statement of Comprehensive Net Expenditure, except for expenditure incurred in the initial capital costs of a new asset e.g. fitting out of a new hostel. Items of computer network and ancillary equipment are excluded from the de minimis rule. Expenditure on housing stock in excess of the de minimis rule which does not add financial value to the stock will be treated as revenue.

Non Operational Assets

Redevelopment Expenditure

Redevelopment (Urban Regeneration) Expenditure is classified as non-operational assets. Expenditure is incurred in the purchase of properties zoned for redevelopment, demolition of properties and in site clearance. Expenditure is accrued for land that has been vested and where a claim has been made, with legal title confirmed. A provision is made for claims submitted and where legal title has yet to be confirmed.

Impairment results from the costs associated with land acquisition and development costs exceeding their brownfield site value.

Other property

Other properties noted as surplus to requirements are also classified as non-operational assets and valued at fair value.

g) Depreciation

It is the Housing Executive's policy to provide a full year's depreciation in the year of purchase. Assets are depreciated on a straight line basis with no residual value. The principal rates used are:

Land	Not depreciated
Housing Stock (Building element)	50 year life
Other Buildings – Built or Purchased (Building element)	As directed by valuer
Office Premises Adaptations – Leased	Over Lease Period
Plant and Machinery	7 year life
Estate Management Equipment	10 year life
Motor Vehicles	10 year life
Office Furniture	7 year life
Specialised Equipment	5 year life
Furniture and Fittings – Hostels	7 year life
Computer Hardware	3 – 10 year life

h) Short Term Investments

Interest-bearing fixed term deposits held with financial institutions or other public sector bodies are included as Short Term Investments where they have a maturity of more than three months (or 94 days), but not exceeding one year, from the settlement date. Short Term Investments are held at fair value.

i) Assets held for Sale

Assets classified as held for sale are measured at the lower of carrying value and fair value less costs to sell.

Non-current assets are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and expected to be completed within one year from classification and the asset is available for sale in its present condition. Housing Stock classified as held for sale is based on actual post year end house sales in April and other house sales which are anticipated to complete post year-end.

j) Inventories

The valuation of inventory held by the Housing Executive's Direct Labour Organisation is stated at the lower of cost and net realisable value.

Houses purchased under the Special Purchase of Evacuated Dwellings (SPED) Scheme are considered to be current assets as it is anticipated that such houses will be sold or

transferred to Landlord Services at full cost recovery, following all appropriate approvals being received, within 12 months of purchase. SPED inventory is valued at the lower of cost and net realisable value.

k) Cash & Cash Equivalents

Cash and Cash equivalents comprise cash on hand and deposits and other short-term liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. Interest-bearing fixed term deposits held with financial institutions or other public sector bodies are included as cash equivalents only where they have a short maturity, not exceeding three months (or 94 days) from the settlement date.

l) Financial Instruments

Financial Assets

Financial Assets are classified as subsequently measured at:

- Amortised cost – where the contractual terms give rise to principal and interest payments on specified dates and the assets are held solely to collect these contractual cash flows;
- Fair value through other comprehensive income – where the contractual terms give rise to principal and interest payments on specified dates and the assets are held within a business model involving both selling the assets and collecting contractual cash flows; or
- Fair value through profit or loss – for all other financial assets.

Annual credits to the Statement of Comprehensive Net Expenditure for interest receivable are based on the gross carrying amount of the asset multiplied by the effective rate of interest for the instrument. This results in the amount presented in the Statement of Financial Position as the outstanding principal receivable and interest credited to the Statement of Comprehensive Net Expenditure Account as the amount receivable in the loan agreement.

Investments in money market funds are held at fair value through profit or loss and dividends received from these funds are credited to “Interest Receivable and Similar Income” in the Statement of Comprehensive Net Expenditure. Any gain or loss on an asset measured at fair value through profit or loss is recognised in the Statement of Comprehensive Net Expenditure.

Expected credit losses on financial assets are considered at the year-end date in accordance with IFRS 9. For loans and investments, the loss allowance is equal to 12-month expected credit losses with only default events occurring in the next 12 months being considered, unless credit risk has increased significantly in which case the loss allowance is equal to lifetime expected credit losses. For lease receivables and trade receivables, the loss allowance is always equal to lifetime expected credit losses. No loss allowances are made in respect of balances receivable from central government.

In respect of financial assets held at amortised cost, such as fixed term deposits held with financial institutions, any material impairment loss is accounted for by a charge

to the Statement of Comprehensive Net Expenditure and a credit to the loss allowance within the investment/receivable balance. Financial assets are shown on the balance sheet net of their impairment loss allowances.

Financial Liabilities

Financial liabilities are classified as subsequently measured at amortised cost, unless one of the IFRS 9 exceptions applies.

Annual charges to the Statement of Comprehensive Net Expenditure for Interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument.

As required by IFRS 7, the fair value of the financial instruments, i.e. the loans inherited from former local authorities and loan advances received from the Department, is disclosed in Note 20.

m) Government Grants

Capital and Revenue Grants & Grant-In-Aid from the Department for Communities

A Non Departmental Public Body (NDPB) must treat general grants and grant in aid received for revenue and capital purposes as financing because they are regarded as contributions from a controlling party which gives rise to a financial interest in the residual interest of the NDPBs.

Any general revenue and capital grants received from the Housing Executive's sponsoring body, the Department, to assist the Housing Executive in carrying out its statutory function, must be accounted for through the Revenue Reserve Account on the Statement of Financial Position.

The Housing Executive receives general grants from the Department to support its operational activities and to enable it to administer the functions of Supporting People, Private Sector Grants, Affordable Warmth, Boiler Replacement Scheme and Social Housing Development Programme.

Capital and Revenue grants

Capital and Revenue grants received for specific operational assets and revenue purposes, are accounted for in line with IAS 20.

Capital Grants receivable for specific operational assets are recognised in the Statement of Comprehensive Net Expenditure immediately unless there are conditions stipulated by the Grant Paying body on their use which, if not met, would mean the grant is repayable. In such cases, the income will be deferred and released when the obligations are met. Where the capital grant has no conditions attached to it, the income is recognised immediately.

Grants receivable for revenue purposes are also recognised in the Statement of Comprehensive Net Expenditure so as to match them with the expenditure towards which they are intended to contribute.

Grants Payable

The Housing Executive pays grants in accordance with the terms and conditions inherent within the respective funding agreement, letter of offer or grant approval scheme. Grants payable are recorded as expenditure in the period that the underlying event or activity giving entitlement to the grant occurs. Grants related to activity occurring over a specific time period, usually a financial year, are recorded as expenditure for that period. Any unspent grant paid to a housing association under the Social Housing Development Programme is recouped by the Housing Executive who in turn pay it to the Department. This is accounted for as a reduction in Social Housing Development Programme in Note 6. Further, grant unspent as part of the Supporting People programme, is recoverable from providers, where separate arrangements have not been made to fund other supporting people services.

n) Leases

The determination of whether an arrangement is, or contains, a lease is based on the substance of the arrangement at inception date. The Housing Executive excludes contracts for low-value items, provided they are not highly dependent on or integrated with other items; and contracts with a term shorter than twelve months comprising the non-cancellable period together with any extension options that the Housing Executive is reasonably certain to exercise and any termination options that the Housing Executive is reasonably certain not to exercise.

Accounting for leases under IFRS16

Housing Executive as a lessee

Initial recognition

At the commencement of a lease (or the IFRS 16 transition date of 1 April 2022 if later), the Housing Executive recognises a right-of-use asset and a lease liability.

The lease liability is measured at the payments for the remaining lease term (as defined above), net of irrecoverable value added tax, discounted either by the rate implicit in the lease, or, where this cannot be determined, the Housing Executive's incremental cost of borrowing. The payments included in the liability are those that are fixed or in-substance fixed, excluding changes arising, for example, from future rent reviews or changes in an index. The incremental cost of borrowing is the rate advised by HM Treasury which is set on a calendar year basis (0.95% for 2022, 3.51% for 2023, 4.72% for 2024 & 4.81% for 2025). The lease liability is presented within the Borrowings note to the accounts. The right-of-use asset is measured at the value of the liability, adjusted for: any payments made or amounts accrued before the commencement date; lease incentives received; incremental costs of obtaining the lease; and any disposal costs at the end of the lease. However, where the lease requires nominal consideration (a type of arrangement often described as a "peppercorn" lease), the asset is measured at its existing use value.

Subsequent Recognition

The asset is subsequently measured using the fair value model. The liability is adjusted for the accrual of interest, repayments, reassessments and modifications. Reassessments and modifications are measured by re-discounting the revised cash flows; the impact is reflected in the liability and either in the asset valuation or expenditure.

Housing Executive as a lessor

Finance leases

Where the Housing Executive acts as lessor in a finance lease arrangement, the relevant asset is written out of Property, Plant & Equipment as a disposal.

At the commencement of the lease, an assessment is made against the requirements of IFRS 16. In the majority of cases, the carrying amount of the asset in Property, Plant & Equipment is written off to the Statement of Comprehensive Net Expenditure. This is then offset by the net investment in the lease, which results in a gain or loss on disposal. A lease asset is matched in the Statement of Financial Position within Trade & Other Receivables, split between due within and due after more than one year.

Operating leases

Where the Housing Executive acts as lessor in an operating lease arrangement, rental income from operating leases is accounted for on a straight-line basis over the period of the lease. Lease incentives provided are recognised over the lease term on a straight-line basis.

o) Pensions

The Housing Executive participates in the Northern Ireland Local Government Officers Superannuation Committee (NILGOSC) pension scheme for the majority of its employees. The Scheme's professionally qualified actuaries recommend the rates of contribution to be paid. The Housing Executive has accounted for its pension costs arising from the NILGOSC scheme, and for all unfunded discretionary benefits which it has granted, as defined benefit schemes.

NILGOSC pension scheme

For the NILGOSC defined benefit scheme, the Housing Executive has recognised the unfunded pension liability in its Statement of Financial Position as a defined pension liability, as well as recognising the full cost of providing for future retirement benefits in the Statement of Comprehensive Net Expenditure. For the funded pension scheme, an asset ceiling has been applied, in accordance with IFRIC 14, restricting its share of the funded pension surplus to 0. Further details on the asset ceiling amount can be found in Note 22(d).

Measurement of Scheme Assets

The pension fund asset is accounted for at fair value.

Measurement of Scheme Liabilities

Pension liabilities are measured on an actuarial basis using the projected unit method. The scheme liabilities at the valuation date relate to:

- i) the benefits for pensioners and deferred pensioners and their dependants, allowing where appropriate for future increases; and
- ii) the accrued benefits for members in service on the valuation date.

Recognition of Net Pensions Liability

The Housing Executive has recognised the unfunded pension liability in its Statement of Financial Position as a defined pension liability.

For the funded pension scheme, an asset ceiling has been applied, in accordance with IFRIC 14, restricting its share of the funded pension surplus to 0. The pension surplus results from the excess in value of its share of the funded pension assets and liabilities at the Statement of Financial Position date. Further details on the asset ceiling amount can be found in Note 22(d). Any shortfall, in its share of pension fund liabilities over assets, is recoverable wholly from increases in future contributions made by the Housing Executive to the pension fund, under direction of NILGOSC following completion of its formal actuarial valuation of the fund every three years.

The movement in the pension funded scheme is analysed across the following components:

- Current Service Cost - represents the increase in the present value of the scheme liabilities expected to arise from employee service in the current period. The current service cost is included in Employee Costs within the Statement of Comprehensive Net Expenditure.
- Interest on Service Cost – this is accounted for in Employee Costs and the Net Interest Cost within the Statement of Comprehensive Net Expenditure.
- Administration Expenses – an allowance for administration expenses and insurance premiums is included in the pension expense as part of the current service cost within the Statement of Comprehensive Net Expenditure.
- Past Service Cost - represents the increase in liabilities arising from decisions made during the year which affect years of service earned in earlier years, such as the award of early retirement with added years of service. The past service cost is included in Employee Costs within the Statement of Comprehensive Net Expenditure.
- Net Interest Cost – reflects the change during the period in the net defined benefit liability/(asset). The Net Interest Cost is included in financing costs within the Statement of Comprehensive Net Expenditure.
- Actuarial Gains and Losses – arise from differences because events have not coincided with the actuarial assumptions made for the last valuation or changes in the actuarial assumptions and due to experience adjustments (the effects of differences between the previous actuarial assumptions and what has actually occurred). Actuarial Gains and Losses are reflected in the Statement of Changes in Taxpayers' Equity.

- Gains and losses on settlements and curtailments – settlements are actions that relieve the employer of the primary responsibility for a pension obligation. A curtailment reduces the expected years of future service or reduces for a number of employees the accrual of defined benefits for some or all of their future service. Gains and losses on settlements and curtailments are included in employee costs within the Statement of Comprehensive Net Expenditure.

Added Years Discretionary Benefits

The Housing Executive recognises the actuarial liability from added years granted in respect of past employees who have retired early for the unfunded scheme. Given projected life spans, this liability will be payable over a number of years. The Housing Executive makes a provision each year based on the projected liability. Payments in respect of individual employees who have retired early are paid annually to NILGOSC and will continue to be paid until these employees cease to be recipients of the scheme.

p) Taxation (including Value Added Tax)

Corporation Tax

In March 2021, it was announced, as part of the Government's Budget 2021, that the Housing Executive was exempt from Corporation Tax with effect from 1 April 2020. As a result, the Housing Executive is no longer subject to Corporation Tax.

Value Added Tax

All revenues, expenses and assets are shown net of Value Added Tax (VAT) unless it is irrecoverable. The net amount of VAT recoverable from, or payable to, HMRC is included as part of receivables or payables in the Statement of Financial Position.

q) Provisions

Provisions are recognised when either a legal or constructive obligation, as a result of a past event, exists at the Statement of Financial Position date and where the amount of the obligation can be reasonably estimated.

Provisions not required and written back during the year are disclosed separately in Note 20 with the exception of the provisions for Public Liability Claims, for which this information is not available. The amount disclosed as provided in the year in respect of these items includes the impact of any provisions not required from the prior year-end, since the amount of this impact cannot be readily ascertained in order to be disclosed separately.

r) Contingent Liabilities

A contingent liability is disclosed in Note 23 if an obligation cannot be accurately estimated or if an outflow of economic benefit to settle the obligation is more than remote.

Remote contingent liabilities, as required under Managing Public Money Northern Ireland if applicable, are disclosed in the Assembly Accountability Report.

It is the Housing Executive's policy to challenge all public liability claims made against the organisation.

Payments in respect of settled claims are included in the Statement of Comprehensive Net Expenditure in the year in which they are made and a note of the possible liability is included in the supporting notes to the accounts.

s) *Related Party Transactions*

Details of transactions and outstanding balances at the year-end between the Housing Executive and related parties are disclosed in Note 25 in accordance with IAS 24.

A related party transaction is a transfer of resources, services, or obligations between related parties, regardless of whether a price is charged.

A related party is a person or entity that is related to the Housing Executive. The following are classed as related parties for the Housing Executive:

- A Director or Board Member (or a close member of that person's family);
- An entity if any of the following conditions applies:
 - The entity and the Housing Executive are members of the same group i.e. other Government body;
 - The entity is controlled or jointly controlled by a person identified in the above.

t) *Estimation Techniques*

The Housing Executive makes estimates and assumptions concerning the future, which by definition, will seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets /liabilities for the next financial year are discussed below:

Provisions

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the Statement of Financial Position date, taking into account the risks and uncertainties surrounding the obligation. Please see Note 20 for further details of the carrying amounts.

Pension Liability

An asset or liability in respect of the NILGOSC scheme is recognized on the Statement of Financial Position in accordance with the accounting policy o). The present value of a defined benefit obligation is dependent upon a number of factors that are determined on an actuarial basis. The Housing Executive determines the appropriate discount rate to be used at the end of each year. Please see Note 21 for further details of the carrying amounts.

Assessing the need for and measurement of impairment losses

Impairment losses on receivables, particularly Housing Benefit receivable and Tenant Arrears, is dependent upon the Housing Executive deriving the best estimate of probable losses inherent in the portfolio. Such estimate requires consideration of historical loss experience, adjusted for current conditions, and judgments about the probable effects of relevant observable data. Please see Note 14 for further details of the impairment losses.

Useful lives of Property, Plant and Equipment and Intangible assets

The estimation technique employed in determining the useful lives of Intangible assets and Property, Plant and Equipment is enclosed in accounting policy f) and g) respectively. Please see Note 9 for further details of the carrying amounts.

Valuation of Housing Stock

The estimation technique employed in selection of the beacon property and calculation of the adjustment factor is carried out using Guidance issued by the Department of Communities & Local Government in Great Britain titled 'Stock Valuation for Resource Accounting 2010 : Guidance for Valuers'. More information is enclosed in accounting policy f). Please see note 9 for further details of the carrying amount.

Accruals and Prepayments for Social Housing Development Programme

Grants are paid by the Housing Executive to Housing Associations to fund social housing development schemes. A model has been developed to allow the Housing Executive to recognise the cost of these grants in line with the average pattern in which the Housing Associations incur the expenditure being covered by the funding. The objective is that the Housing Executive recognises the grant costs only to the extent that the development being funded has been completed. At the year-end, a prepayment or accrual is recognised for every scheme where the grant funding paid to the Housing Association either exceeds or falls short of the development costs incurred. However, the model used to estimate the development costs incurred at year-end is based on average expenditure patterns from historical experience and applies judgments to provide a reasonable approximation of expenditure across all the schemes.

Accruals for Dwelling Related Costs and Capital Improvements

The Housing Executive uses estimate techniques to ensure all maintenance and capital improvements accruals are captured at year-end where models are developed to capture expenditure not invoiced. Using previous certificate of works for each planned maintenance and capital improvement schemes, an estimate of the amount is accrued, reflecting work completed by year-end.

u) Apportionment Methodology used for annex

Accommodation and Support Service Department costs borne by the Housing Executive are apportioned to Landlord Services and the Strategic Housing Authority (previously known as Regional Services) in order to establish the full cost of service delivery for each entity. Costs are apportioned as follows:

- Accommodation – apportioned on the basis of building utilisation
- IT Programme Costs – based on system specific utilisation where identifiable, otherwise apportioned on basis of Full Time Equivalent (FTE)
- All other Support Service functions – apportioned on the basis of FTE

v) Commissioned Services

Commissioned Services are those services that Landlord Services delivers on behalf of the Strategic Housing Authority, and vice-versa. The quantum of staffing resources applied to the delivery of Commissioned Services was confirmed by various local managers across the organisation using staff activity templates. In each instance the full cost of a Commissioned Service is quantified and a charge levied to reflect the full cost of service delivery.

Commissioned Services delivered by Landlord Services on behalf of the Strategic Housing Authority are:

- Homelessness and Waiting List Management
- Housing Benefit
- Travellers
- Corporate Procurement
- Together Building United Communities programme
- Fundamental Review of Allocations
- Asylum Dispersal

Commissioned Services delivered by the Strategic Housing Authority on behalf of Landlord Services are:

- House / Land Sales
- Placeshaping
- Research
- Adaptations
- Equality
- Land & Housing Analytics
- Sustainable Development

Note 2 Change in Accounting Policy

There were no material changes in accounting policies or accounting estimates which require separate disclosure in the accounts.

Notes to the Accounts

Note

3(a) Analysis of Net Expenditure by Segment

IFRS 8, 'Operating Segments', requires disclosure of financial information about an organisation's reportable segments, based on the format and structure of internal reporting arrangements as evaluated regularly by the 'Chief Operating Decision Maker.' IFRS 8 defines an operating segment as a component of an entity that engages in business activities from which it may earn revenues and incur expenses and whose operating results are reviewed regularly by the entity's chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance and for which discrete financial information is available. The 'Chief Operating Decision Maker' for the Housing Executive is deemed to be the Board as it has the authority and responsibility for directing the major activities of the Housing Executive at a corporate level during the year. In particular, the Housing Executive Board approves the annual budget and scrutinises financial performance against this on an ongoing basis.

The Housing Executive's objectives and programmes reflect its role as the regional strategic housing authority for Northern Ireland. It is fully committed to working with others to ensure everyone has access to a decent affordable home in a safe and healthy community. The Housing Executive aim to achieve this through the following objectives:

- Delivering the Decent Homes Standard;
- Promoting independent living;
- Urban and rural regeneration;
- Promoting affordable housing;
- Building a stronger community;
- Better public services.

The Board of the Housing Executive determines a comprehensive set of objectives and targets to ensure it meets its responsibilities across this wide range of programmes and services. This Board approved framework is then used to allocate resources, monitor performance (both financial and non-financial) and thereby control the activities of the organisation at corporate level.

A directive to reclassify the Housing Executive between Landlord Services (Quasi Public Body) and the Strategic Housing Authority (previously known as Regional Services) (N.D.P.B), became operational from 1 April 2014. Prior to 1 April 2014, the Housing Executive was classified as a Public Corporation. As a result, there are separate budgetary control and reporting requirements for Landlord Services and the Strategic Housing Authority, with the Board monitoring performance for each of these services individually. The Strategic Housing Authority also meet additional budgetary requirements for both the Department for Communities' 'DEL non-cash' and 'AME (Annually Managed Expenditure - non voted)' budgets.

Notes to the Accounts

Note

3(a) Analysis of Net Expenditure by Segment (continued)

Operating segments are therefore readily identified for both Landlord Services and the Strategic Housing Authority using the performance and resource framework already established by the Board and provide compliance with the reporting requirements of International Financial Reporting Standard (IFRS) 8. The following operating segments have been identified for the Housing Executive:

Landlord Services

- **Loan Charges** - this relates to the principal and interest loan repayments in connection with loans raised by the Housing Executive or transferred to the Housing Executive upon its creation.
- **Dwelling Related Costs** - this relates to capital improvements (primarily Disability Adaptation extensions and Decent Homes improvements such as replacement kitchens), revenue maintenance & upkeep of the Housing Executive's housing units and associated grounds maintenance costs.
- **Miscellaneous Expenditure** - the majority of costs reported in this category relates to payment of rates for housing stock. Other expenditure areas included are public liability claims, write-offs and special payments, expenditure incurred for the upkeep of hostels and contributions to outside agencies.
- **Employee and Administration Expenses** - this includes salary costs, travel & subsistence, Office expenses and IT programme costs for Landlord Services.
- **Commissioned Services Net Income** - this represents charging for services performed by Landlord Services on behalf of the Strategic Housing Authority and vice versa (see accounting policy note (v) for more detail).
- **Rental & Miscellaneous Income** - includes all Rental Income on the Housing Executive's homes, commercial property, hostels and land.
- **Capital Receipts** - relates to proceeds received from sale of housing stock and land.
- **Other** - the 'other' category is comprised of capital expenditure on IT and Office Accommodation and expenditure relating to the purchase of land and vested housing stock. For income it relates mainly to rates income collected.

Notes to the Accounts

Note

3(a) Analysis of Net Expenditure by Segment (continued)

Strategic Housing Authority

- **Supporting People** - The Strategic Housing Authority manages this Government Scheme which is aimed at providing housing based assistance to allow eligible individuals to obtain the benefits of independent living;
 - **Employee and Administration Expenses** - this includes salary costs, travel & subsistence, Office expenses and IT programme costs for the Strategic Housing Authority.
 - **Commissioned Services Net Expenditure** - this represents charging for services performed by Landlord Services on behalf of the Strategic Housing Authority and vice versa (see accounting policy note (v) for more detail).
 - **Private Sector Grants & Energy Efficiency** - this scheme provides means tested grants to private home owners to fund repairs, improvements and adaptations and thereby improve the overall stock of housing within the region;
 - **Misc Public & Private Programme** - the expenditure covers payments in respect of managing the Homeless service.
 - **Social Housing Development Programme** - sometimes described as the 'New Build' programme, this is mainly concerned with the grant support provided to Housing Associations for building of social housing;
 - **Rental & Miscellaneous Income** - includes Rental Income on Travellers sites and Income received from the sale of Special Purchase of Evacuated Dwellings (SPED) properties.
 - **Other** - the 'other' category is the purchase of Special Purchase Evacuated Dwellings (SPED) properties, capital improvements within traveller's sites and AME expenditure lines which are demand led e.g. pension revaluations.
- Information on Capital and Revenue spend is provided to the Board monthly. No information is provided in respect of assets and liabilities regularly to the Board for Landlord Services and the Strategic Housing Authority. This information is therefore not disclosed in Note 3 separately.

Notes to the Accounts

Note

3(b) Analysis of Net Expenditure by Segment (continued)

The following table summarises the outturn spend for each of the operating segments for Landlord Services and the Strategic Housing Authority:

Segment	2025			2024		
	Capital £'000	Revenue £'000	Net Expenditure £'000	Capital £'000	Revenue £'000	Net Expenditure £'000
Landlord Services						
Total Net expenditure reported for Operating Segments:						
Loan Charges	-	21,719	21,719	-	23,884	23,884
Dwelling Related Costs	46,409	203,740	250,149	25,890	183,252	209,142
Misc. Expenditure	-	60,468	60,468	-	57,967	57,967
Employee and Admin Expenses	-	121,268	121,268	-	112,765	112,765
Commissioned Services Expenditure	-	5,078	5,078	-	4,624	4,624
Other	4,978	-	4,978	5,268	-	5,268
	51,387	412,273	463,660	31,158	382,493	413,650
Less Rental & Miscellaneous income	-	(418,107)	(418,107)	-	(386,603)	(386,603)
Less Commissioned Services Income	-	(16,699)	(16,699)	-	(14,337)	(14,337)
Less Capital Receipts	(13,834)	-	(13,834)	(23,232)	-	(23,232)
Total Expenditure	37,553	(22,533)	15,020	7,926	(18,448)	(10,521)

Notes to the Accounts

Note

3(b) Analysis of Net Expenditure by Segment (continued)

The following table summarises the outturn spend for each of the operating segments for Landlord Services and the Strategic Housing Authority:

Segment	2025			2024		
	Capital £'000	Revenue £'000	Net Expenditure £'000	Capital £'000	Revenue £'000	Net Expenditure £'000
Strategic Housing Authority						
Total Net expenditure reported for Operating Segments:						
Supporting People	-	79,960	79,960	-	74,632	74,632
Employee and Admin Expenses	-	39,270	39,270	-	36,975	36,975
Commissioned Services Expenditure	-	16,699	16,699	-	14,337	14,337
Private Sector Grants, & Energy Efficiency	23,077	-	23,077	28,474	-	28,474
Misc. Public / Private Prog	-	2,902	2,902	-	4,602	4,602
Homelessness	-	35,012	35,012	-	33,319	33,319
Social Housing Development Programme	176,899	-	176,899	161,833	-	161,833
Right of Use Asset	1,266	-	1,266	1,898	-	1,898
Other	1,643	3,253	4,896	2,269	3,683	5,951
	202,885	177,096	379,981	194,474	167,547	362,021
Less Rental & Miscellaneous income	(616)	(4,539)	(5,155)	(252)	(4,023)	(4,275)
Less Commissioned Services Income	-	(5,078)	(5,078)	-	(4,624)	(4,624)
Total Expenditure	202,269	167,479	369,748	194,222	158,900	353,122

Included in reportable segments above are:

- 1) 'Other' segment within the Strategic Housing Authority (Revenue) - £285k relating to impairment of non-operational property as disclosed in Note 9(b).
- 2) 'Loan Charges' segment within Landlord Services (Revenue) - £10.97m relating to interest payable on loans outstanding from the Government Loans Fund and Former Local Authorities.
- 3) Strategic Housing Authority 'Other' includes Annual Managed Expenditure (AME) lines

Notes to the Accounts

Note

3(b) Analysis of Net Expenditure by Segment (continued)

<u>Reconciliation to Statutory Accounts</u>	2025	2024
	£'000	£'000

The table on the previous page reflects information provided monthly to the Board on outturn against budget.

A reconciliation is provided below to reconcile the outturn to the Financial Statements.

Total Net expenditure reported for Operating Segments:

Landlord Services	15,020	(10,521)
Strategic Housing Authority	369,748	353,122
	384,768	342,601

Adjustments in the Budgeted Outturn and not in the Statement of Comprehensive Net Expenditure:

Redevelopment Land Additions	(375)	(1,061)
Assets held under Construction	(1,004)	(399)
Other Non Operational Assets	-	-
Operational Assets Additions	(26,646)	(21,353)
Right of Use Asset Landlord Services	(806)	(1,026)
Right of Use Asset Strategic Housing Authority	(1,266)	(1,898)
Receipts (net of expenses)		
for Sale of Land & Property	13,831	23,232
Loans Principal Repayments	(11,552)	(12,456)
Other adjustments	-	176
	(27,819)	(14,785)

Adjustments in the Statement of Comprehensive Net Expenditure and not through Budgeted Outturn for Landlord Services:

Depreciation, Amortisation,		
Write Offs & Write Down	38,054	31,481
Provisions for Liabilities and		
Charges movement	(1,021)	3,214
IAS 19 Pension Adjustment - Landlord Services	(1,589)	1,173
Other adjustments	(399)	(93)
	35,045	35,775

Total net expenditure per the Statement of Comprehensive Net Expenditure

391,995	363,590
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Notes to the Accounts

Note

4 Income

The Housing Executive's core business activity is the provision of a public sector housing service and the rental income from this service is a principal source of income.

	2025 £'000	2024 £'000
Rental Income		
Dwellings	342,335	320,155
Unattached Garages	3,778	3,374
Commercial Properties	2,284	2,251
Lands	169	234
Hostels	1,258	1,051
Travellers and Requisitioned Properties	159	159
	<u>349,983</u>	<u>327,224</u>
Less: Abatements		
Dwellings & Garages	(871)	(927)
Commercial Properties	(134)	(169)
Travellers	-	-
	<u>(1,005)</u>	<u>(1,096)</u>
Less: Voids		
Dwellings & Garages	(3,974)	(3,958)
Unattached Garages	(421)	(343)
Redevelopment	-	-
Commercial Properties	(215)	(209)
Hostels	(111)	(129)
Traveller Sites	(42)	(40)
Requisitioned Properties	(2)	-
	<u>(4,765)</u>	<u>(4,679)</u>
Total Rental Income (C/Fwd)	<u>344,213</u>	<u>321,449</u>

Notes to the Accounts

Note	Note	2025	2024
		£'000	£'000
4	Income (Continued)		
	Total Rental Income (B/Fwd)	344,213	321,449
	EU Income	157	84
	Other Operating Income		
	Revenue grants	(3)	34
	Capital Grant	-	-
	Rates Income from properties	25 43,821	41,876
	Income from Land & Property Services:		
	Rates Collection	25 4,980	4,760
	Low Income Rates Relief Income	25 4,562	4,614
	Lone Pensioner Allowance	25 115	141
	Recoverable Income	8,586	842
	SPED Income	625	280
	Income from Hostels	1,117	913
	Income from Homelessness	13,190	8,296
	Refugee/ Asylum Seekers Income	75	31
	Leasehold Income from sold flats	3,973	3,908
	Miscellaneous Income	80	51
		81,121	65,746
	Total Income (excluding Housing Benefit Income)	425,491	387,279

Notes to the Accounts

Note	2025				2024
	Permanent Staff £'000	Others £'000	Board Members £'000	Total £'000	Total £'000

5 Staff costs

Staff costs comprise

Wages and Salaries	106,254	90	118	106,462	101,652
Social Security Costs	11,154	-	7	11,161	11,152
Seconded-in Staff	-	373	-	373	258
Agency Costs	-	17,365	-	17,365	14,302
Total Staff costs excluding Pension Costs	117,408	17,828	125	135,361	127,364
Other Pension Costs				22,590	22,264
				157,951	149,628
Less staff costs capitalised - IT Software				(790)	(745)
				157,161	148,883

Social security costs include **£515K** (2023/24: £531K) of apprenticeship levy costs borne by the Housing Executive

The costs of the staff seconded to other public sector bodies and other organisations have been netted off the Total Salaries Costs and are noted below.

	2025 £'000	2024 £'000
Wages and Salaries	174	178
Social Security Costs	20	20
Other Pension Costs	33	33
	227	231

Further details on the staff costs can be found in the Staff Report within the Remuneration and Staff Report.

Notes to the Accounts

	Note	2025 £'000	2024 £'000
Note 6			
Other Expenditure			
Direct Employees Costs		1,694	1,494
Travel and Subsistence Costs		1,606	1,512
Premises Related Costs			
Leasing Costs		-	-
Other Premises Related Costs		8,735	8,986
Supplies, Services, Write - Offs & Other Costs		26,378	22,868
External Audit			
Auditor's Remuneration		218	210
National Fraud Initiative		18	-
Bank Charges		292	292
Dwelling Related Costs	(a)	229,081	194,995
Rates paid on properties		44,970	42,982
Public Liability Charges		1,737	2,905
Social Housing Development Programme	(b)	176,899	161,833
Supporting People		79,965	74,515
Private Sector & Energy Efficiency Grants	(c)	23,144	28,778
Other Grant funded programmes	(d)	6,150	6,387
Travellers Expenditure		187	139
Homelessness & Hostels	(e)	48,690	42,232
Refugee Programmes	(f)	1,791	2,242
Low Income Rates Relief Expenditure		4,562	4,614
Lone Pensioner Allowance (LPA)		115	141
SPED	(g)	676	285
Impairment	9	285	1,083
Restructuring Costs		-	102
		<hr/> 657,193	<hr/> 598,595
Less:			
Recharges - salaries & overheads	(h)	(27,003)	(25,549)
		<hr/> 630,190	<hr/> 573,046

Notes to the Accounts

Note

6 Other Expenditure (Continued)

- (a) The major element of Dwelling Related Costs is the maintenance of the Housing Executive's housing stock including grounds and general maintenance costs. For 2024/25, Dwelling Related Costs are analysed as follows:

	2025 £'000	2024 £'000
Planned Maintenance	60,236	39,500
Cyclical Maintenance	49,895	50,806
Response, Void & Disabled Adaptations		
Maintenance	118,449	103,778
Other Dwelling Related Costs	501	911
	<u>229,081</u>	<u>194,995</u>

- (b) Social Housing Development Programme includes payments to Housing Associations for the following:

	2025 £'000	2024 £'000
HAG* - New Build	132,389	107,729
HAG - ESP	95	437
HAG - Off the Shelf	2,881	3,131
HAG - Rehabilitation	721	2,337
HAG - Re-Improvement	-	464
HAG - Sundry Payments	1	4
HAG - Offset Recoup	(4,009)	(3,027)
HAG - Covid 19	-	-
HAG - Covid 19 Inflationary Uplift	4,470	7,202
HAG - Adaptations	5,232	5,136
HAG - Covid 19 Adaptations	5	21
HAG - Voluntary Purchase Grant	185	3,026
HAG - Advance Land Purchase	-	-
Housing for all Incentives	4,712	1,927
HAG - Housing For All	30,217	33,446
Recoupment of SHDP grant	-	(198)
Grant recouped & paid to Department	-	198
	<u>176,899</u>	<u>161,833</u>

* HAG - Housing Association Grant

There were no recoupments (2023/24: £198K) from Housing Associations to be repaid to the Department in 2024/25.

Notes to the accounts

Note

6

Other Expenditure (Continued)

(c) Private Sector & Energy Efficiency Grants is analysed as follows:

	2025 £'000	2024 £'000
Affordable Warmth Grants	8,006	14,603
Disabled Facilities Grants	13,633	12,116
Boiler Replacement Grants	(4)	139
Repairs Grants	554	473
Renovation Grants	227	575
Other Grants	669	813
Group Repairs	-	2
Grant Administration Costs	59	57
	<u>23,144</u>	<u>28,778</u>

(d) Other Grant funded programmes is analysed as follows

	2025 £'000	2024 £'000
Community Funded Programmes	4,581	4,529
Other Expenditure	1,569	1,858
	<u>6,150</u>	<u>6,387</u>

(e) Homelessness & hostel related expenditure is analysed as follows:

	2025 £'000	2024 £'000
Homelessness:		
Temporary Accommodation Costs	42,847	36,739
Community Prevention & Support	4,450	4,048
Strategic Prevention Initiative	415	411
Hostel running costs	978	1,034
	<u>48,690</u>	<u>42,232</u>

(f) Refugee Programmes is analysed as follows:

	2025 £'000	2024 £'000
Syrian Refugee Programmes	436	1,049
Afghan Refugee Programmes	497	313
Ukrainian Refugee Programmes	858	880
	<u>1,791</u>	<u>2,242</u>

(g) There was 1 SPED property sold in 2024/25 with a £65k loss. 2 SPED properties were transferred to housing stock inclusive of fees. In 2023/24 £10k was netted of SPED costs, relating to profit on sale of SPED properties sold during the year.

Notes to the accounts

Note

6 Other Expenditure (Continued)

(h)

	2025 £'000	2024 £'000
Direct Labour Organisation	(22,951)	(20,953)
Homelessness	(687)	(504)
Rates Relief & Lone Pensioner Allowance	(2,829)	(2,498)
Other Programme Cost delivery	(536)	(1,594)
	<u>(27,003)</u>	<u>(25,549)</u>

Given the statutory reporting requirement to show salary costs in Note 5 in gross terms (i.e. without deduction of recharges) it is necessary to reduce programme activity costs by the value of the recharge in order to avoid reporting an overstatement (double count). This is achieved by the insertion of recharges at the bottom of Note 6.

(i) Provision for liabilities and charges movements are included in the following lines:

	2025 £'000	2024 £'000
Non Operational Assets	5	-
Right of Use Assets	2,433	-
Rental Income	18	18
Staff Costs	-	2,635
Supplies, Services & Other Costs	(320)	223
Dwelling Related Costs	(177)	245
Public Liability Charges	965	2,567
	<u>2,924</u>	<u>5,688</u>

Notes to the Accounts

Note

7 Housing Benefit Expenditure

Under the Social Security Administration (NI) Act 1992, the Housing Executive has responsibility for administering Housing Benefit on behalf of the Department. The accounts of the Housing Executive include overpayments of Housing Benefit, shown as a debtor due from the overpaid claimant, and a creditor due to the Department upon recovery by the Housing Executive. Such overpayments are also accounted for in the Department's accounts.

Housing Benefit payments in the year are as follows:

	2025 £'000	2024 £'000
Housing Benefit - Public & Private	466,729	479,160
Housing Benefit - Overpayment recoveries	(7,996)	(8,683)
Net Funding from the Department	458,733	470,477
Transfer of Housing Benefit overpayment movement to overpayment debtor account	1,600	1,085
(Decrease) / Increase in HB Overpayment Provision	(1,562)	211
Total Housing Benefit Costs / Income	458,771	471,773

8 Financing Charges

	2025 £'000	2024 £'000
Loan Interest Charges	10,973	11,979
Leases finance charges	172	245
	11,145	12,224

Loan Interest charges are paid to the Department of Finance for historic loans from the Government Loans fund. Further details can be found in Note 17.

Notes to the Accounts

Note

9 (a) Property, Plant & Equipment

Operational	Housing Stock £'000	Land £'000	Commercial Property £'000	Office Premises £'000	Hostels £'000	Travellers Sites £'000	Other Assets £'000	Total £'000
Cost or Valuation								
At 31 March 2024	2,496,563	60,467	18,000	40,325	18,449	3,686	14,595	2,652,085
Additions	23,189	1		21		39	2,142	25,392
Disposals	(4,713)	(179)	(30)			-	(1,053)	(5,975)
Demolitions	(26)					-		(26)
Write off Adapt to Leased Offices				(18)		-		(18)
Transfer from Operational Assets			109		4,928	-		5,037
Transfer to Operational Assets	(5,037)		(140)			-		(5,177)
Transfer from Non-Operational Assets	1,622					67		1,689
Transfer to Non-Operational Assets		(654)				-		(654)
Transfer to Non Current Assets Held for Sale	(1,211)	(60)				-		(1,271)
Transfer from Non Current Assets Held for Sale	183					-		183
Transfer from Inventories	360					-		360
Impairment	-					-		-
Revaluation Adjustments - SOCNE	(2,351)	(114)				-		(2,465)
Revaluation on reclassification uplift - SOCITE		179				-		179
Revaluation Adjustments - SOCITE	127,953	(3,955)	330	947	7,886	(385)	362	133,138
At 31 March 2025	2,636,532	55,685	18,269	41,275	31,263	3,407	16,046	2,802,477

Notes to the Accounts

Note

9 (a) Property, Plant & Equipment (continued) Operational (Continued)

	Housing Stock £'000	Land £'000	Commercial Property £'000	Office Premises £'000	Hostels £'000	Travellers Sites £'000	Other Assets £'000	Total £'000
Depreciation								
At 31 March 2024	-	-	(2,276)	(4,319)	(2,740)	(417)	(10,055)	(19,807)
Charged in year	(36,717)	-	(564)	(1,059)	(822)	(104)	(1,112)	(40,378)
Written back on Revaluation	36,717	-	2,815	5,378	3,562	521	66	49,059
Backlog Depreciation	-	-	-	-	-	-	(161)	(161)
Disposals	-	-	4	-	-	-	1,041	1,045
Depreciation on demolitions	-	-	-	-	-	-	-	-
Depreciation on transfer to Housing Stock	-	-	-	-	-	-	-	-
Depreciation on transfer to Non Operational Assets	-	-	-	-	-	-	-	-
Written back on Impairment	-	-	21	-	-	-	-	21
At 31 March 2025	-	-	-	-	-	-	(10,221)	(10,221)
Carrying amount at 31 March 2024	2,496,563	60,467	15,724	36,006	15,709	3,269	4,540	2,632,278
Carrying amount at 31 March 2025	2,636,532	55,685	18,269	41,275	31,263	3,407	5,825	2,792,256
Asset financing:								
Owned	2,636,532	55,685	18,269	41,275	31,263	3,407	5,825	2,792,256
Finance Leased	-	-	-	-	-	-	-	-
Carrying amount at 31 March 2025	2,636,532	55,685	18,269	41,275	31,263	3,407	5,825	2,792,256

Notes to the Accounts

Note

9 (a) Property, Plant & Equipment

Operational

Cost or Valuation

At 31 March 2023

	Housing Stock £'000	Land £'000	Commercial Property £'000	Office Premises £'000	Hostels £'000	Travellers Sites £'000	Other Assets £'000	Total £'000
At 31 March 2023	2,424,069	60,667	18,000	40,726	17,972	3,591	14,609	2,579,634
Additions	17,904	23	-	110	-	-	2,302	20,339
Disposals	(8,181)	(1,093)	-	(553)	-	-	(2,500)	(12,327)
Demolitions	-	-	-	-	-	-	-	-
Write off Adapt to Leased Offices	-	-	-	(22)	-	-	-	(22)
Transfer from Operational Assets	-	-	-	-	-	-	17	17
Transfer to Operational Assets	(17)	-	-	-	-	-	-	(17)
Transfer from Non-Operational Assets	-	-	-	42	-	-	-	42
Transfer to Non-Operational Assets	-	(175)	-	-	-	-	-	(175)
Transfer to Non Current Assets Held for Sale	(2,582)	-	-	-	-	-	-	(2,582)
Transfer from Non Current Assets Held for Sale	-	-	-	-	-	-	-	-
Impairment	-	-	-	-	-	-	-	-
Revaluation Adjustments - SOCNE	(1,606)	(23)	-	-	-	-	-	(1,629)
Revaluation on reclassification uplift - SOCITE	-	893	-	-	-	-	-	893
Revaluation Adjustments - SOCITE	66,976	175	-	22	477	95	167	67,912
At 31 March 2024	2,496,563	60,467	18,000	40,325	18,449	3,686	14,595	2,652,085

Notes to the Accounts

Note

9 (a) Property, Plant & Equipment (continued) Operational (Continued)

	Housing Stock £'000	Land £'000	Commercial Property £'000	Office Premises £'000	Hostels £'000	Travellers Sites £'000	Other Assets £'000	Total £'000
Depreciation								
At 31 March 2023	-	-	(1,706)	(3,299)	(1,997)	(304)	(11,531)	(18,837)
Charged in year	(34,804)	-	(570)	(1,059)	(685)	(104)	(982)	(38,204)
Written back on Revaluation	34,804	-	-	1	-	-	9	34,814
Backlog Depreciation	-	-	-	-	(58)	(9)	(47)	(114)
Disposals	-	-	-	38	-	-	2,496	2,534
Depreciation on demoltions	-	-	-	-	-	-	-	-
Depreciation on transfer to Housing Stock	-	-	-	-	-	-	-	-
Depreciation on transfer to Non Operational Assets	-	-	-	-	-	-	-	-
Written back on Impairment	-	-	-	-	-	-	-	-
At 31 March 2024	-	-	(2,276)	(4,319)	(2,740)	(417)	(10,055)	(19,807)
Carrying amount at 31 March 2023	2,424,069	60,667	16,294	37,427	15,975	3,287	3,078	2,560,797
Carrying amount at 31 March 2024	2,496,563	60,467	15,724	36,006	15,709	3,269	4,540	2,632,278
Asset financing:								
Owned	2,496,563	60,467	15,724	36,006	15,709	3,269	4,540	2,632,278
Finance Leased	-	-	-	-	-	-	-	-
Carrying amount at 31 March 2024	2,496,563	60,467	15,724	36,006	15,709	3,269	4,540	2,632,278

Notes to the Accounts

Note

9 (a) Property, Plant & Equipment (continued)

Valuation Methodology

Housing Stock

Operational Housing Stock has been valued on the basis of Open Market Value for Existing Use (Existing Use Value for Social Housing), in accordance with guidance issued by the Department of Communities & Local Government in England titled 'Stock valuation for resource accounting 2016: guidance for valuers'. Land and Other Buildings includes Land, Commercial Properties, Offices, Hostels and Travellers' Sites.

Details of the valuation methodology, using the beacon approach can be found in accounting policy (f)

Land

Land was revalued at 31 March 2025 on the basis of open market value by McKibbin Commercial Property Consultants. The valuation is in accordance with the Royal Institution of Chartered Surveyors appraisal and valuation manual. This land is revalued every year through physical inspection.

During the current financial year, a number of sites which were previously identified as amenity have been reclassified as Undeveloped Land and revalued at £0.18m on the basis that the sites may have development potential. Land classified as amenity land has no value and is reflected within the social house values.

Other Buildings

At 31 March 2025, Offices, Commercial Properties, Travellers' Sites and Hostels were revalued and relifed by professional valuers of Land and Property Services (previously valued and relifed at 31 March 2020).

Offices and Commercial Properties were revalued at 31 March 2025 at open market value based on Existing Use. Hostels and Travellers' Sites were revalued at 31 March 2025 using Depreciated Replacement Cost as they are considered specialised assets.

The building element of all of the above properties has been depreciated over the remaining useful life as directed by the valuer as part of the valuation exercise carried out at 31 March 2025. Included within the Net Book Value of Offices is £197k for adaptations relating to Offices rented on short leases. Adaptations are written off over the life of the leases

The FReM permits a full external valuation of assets once every five years with the use of appropriate indices in intervening years. Land & Property Services provide appropriate indices in the intervening financial years in order to revalue Offices, Commerical Properties, Travellers' Sites and Hostels.

Notes to the Accounts

Note

9 (a) Property, Plant & Equipment (continued)

Other Assets

Other Assets includes Motor Vehicles, Plant and Machinery, Estate Management Equipment, Furniture, Equipment & Fittings and Computer Equipment which have been revalued by reference to appropriate Treasury approved indices, which are Producer Price Indices published by the Office for National Statistics (ONS). For 2024/25, the indices published in January have been applied. Ordinarily, an assessment is carried out after the year-end, following the publication of the March indices by ONS, to ascertain that the impact of the movement in the indices between January and March is immaterial. However, in March 2025, ONS issued a statement indicating that they had identified a problem with the chain-linking methods used to calculate these indices, affecting the years from 2008 onwards, and that they would consequently be pausing publication of Producer Price Index data while the issue is rectified. At the time these accounts are being prepared, it has not been possible to ascertain the potential impact of this issue. However, given the value of the non-property assets potentially affected, the Housing Executive does not expect an adjustment to indexation to have a material impact on the 2024/25 accounts. It is anticipated that ONS will recommence publication of the Producer Price Indices at some point during the 2025/26 financial year and the indexation of non-property assets will be brought up to date in the 2025/26 accounts.

Asset Net Book Value (NBV)

	At 31 March 2025 £'000	At 31 March 2024 £'000
Motor Vehicles	3,724	2,593
Plant and Machinery	65	91
Estate Management Equipment	814	560
Office Furniture	91	159
Office Equipment	13	12
Hostels Furniture & Fittings	269	176
Computer Hardware	216	334
Community Centre	632	615
	<u>5,824</u>	<u>4,540</u>

Depreciation, Amortisation, Write Offs and Write downs charged to the Statement of Comprehensive Net Expenditure consisted of the following:

	At 31 March 2025 £'000	At 31 March 2024 £'000
Depreciation including adjustment for Backlog Depreciation	40,378	38,213
Amortisation - IT Software	796	695
Depreciation - Right of Use Assets	4,003	3,184
Revaluation Adjustments - Housing Stock	2,351	1,606
Revaluation Adjustments - Land	114	23
Writeback / writedown in Assets Held for Sale	(1)	-
(Profit)/Loss on Sale of Surplus Land	443	396
(Profit)/Loss on Sale of Housing Stock	(4,921)	(7,320)
(Profit)/Loss on Sale of Housing Stock HFS	(2,209)	(2,586)
(Profit)/Loss on Sale of Other Property Asset	(9)	(769)
(Profit)/Loss on Sale of Other Assets	(140)	(94)
Losses on Demolished Property	26	-
Write off Adaptations to Leased Offices	18	22
Loss on Disposal - Housing Association	654	175
	<u>41,503</u>	<u>33,545</u>

Notes to the Accounts

Note

9(b)

Non Operational Assets

	Assets held under Construction £'000	Redevelopment Land £'000	Commercial Properties £'000	Offices £'000	Travellers Sites £'000	Hostels £'000	Total £'000
At 31 March 2023	219	164	281	330	67	-	1,061
Expenditure in year	399	1,061	-	-	-	-	1,460
Transfer of Property (to)/from Operational Assets	-	175	-	-	-	-	175
Transfer to Assets Held for Sale	-	-	-	-	-	-	-
Disposals	-	(175)	(215)	-	-	-	(390)
Revaluation Adjustment	-	-	-	-	-	-	-
Revaluation - SOCNE	-	-	13	-	-	-	13
Impairment	-	(850)	-	-	-	-	(850)
Transfer to Offices	-	-	(42)	-	-	-	(42)
At 31 March 2024	618	375	37	330	67	-	1,427
Expenditure in year	1,004	375	-	-	-	-	1,379
Transfer of Property (to)/from Operational Assets	-	654	140	-	-	-	794
Transfer to Operational Housing Stock	(1,622)	-	-	-	-	-	(1,622)
Transfer to Assets Held for Sale	-	-	-	-	-	-	-
Disposal	-	(654)	-	-	-	-	(654)
Revaluation - SOCNE	-	-	-	-	-	-	-
Revaluation - SOCITE	-	-	-	-	-	-	-
Impairment	-	(286)	-	-	-	-	(286)
Transfer to Operational Travellers Sites	-	-	-	-	(67)	-	(67)
At 31 March 2025	-	464	177	330	-	-	971

Notes to the Accounts

Note

9(b) Non Operational Assets (continued)

Non Operational Assets comprises Assets under Construction, Redevelopment Land, Commercial Properties, Offices and Travellers Sites.

Assets under Construction

The Housing Executive finalised the development and delivering of a sustainable future-proofed social housing re-provision scheme, with the completed properties transferring to operational housing stock during the year. Together with the Department, the Housing Executive is continuing to explore the viability of combining energy efficiency measures with Modern Methods of Construction (MMC) for further housing developments.

Redevelopment Land

The majority of the impairment write down relates to the impairment of properties purchased as part of a new redevelopment scheme at Upper New Lodge, where vesting is expected to become operative during 2025/26. Once all properties are acquired, the cleared land site will be transferred to a Housing Association to facilitate a new social housing development scheme. Usually sites transferred to Housing Associations for social housing are transferred at nil value. This transfer is accounted for as a Loss on Disposal to Housing Associations and is included in Depreciation, Amortisation, Write-offs and Write-downs in note 10(a).

The Housing Executive, on behalf of the Department, recoups the market value of the redevelopment sites vested by deducting this value off the Social Housing Development Grant paid to Housing Associations.

Other Non Operational Assets

Commercial Properties, Offices and Travellers Sites included within Non-Operational Assets, reflect buildings and land sites which are currently not in use by the Housing Executive.

Notes to the Accounts

Note

9 (c) Intangible Assets	IT Software
Cost or valuation	£'000
At 1 April 2024	10,153
Additions	1,459
Reclassification Uplift	-
Disposals	-
Impairments	-
Revaluation Adjustments	17
At 31 March 2025	11,629
Amortisation	
At 1 April 2024	(8,185)
Charged in year	(796)
Backlog Amortisation	(8)
Disposals	-
Impairment Amortisation	-
At 31 March 2025	(8,989)
Carrying amount at 31 March 2024	1,968
Carrying amount at 31 March 2025	2,640
Asset Financing:	
Owned	2,640
Carrying amount at 31 March 2025	2,640
Cost or valuation	
At 1 April 2023	10,846
Additions	1,015
Reclassification Uplift	-
Disposals	(1,451)
Impairments	(291)
Revaluation Adjustments	34
At 31 March 2024	10,153
Amortisation	
At 1 April 2023	(8,980)
Charged in year	(695)
Backlog Amortisation	(15)
Disposals	1,447
Impairment Amortisation	58
At 31 March 2024	(8,185)
Carrying amount at 31 March 2023	1,866
Carrying amount at 31 March 2024	1,968
Asset Financing:	
Owned	1,968
Carrying amount at 31 March 2024	1,968

Notes to the Accounts

Note

9 (d) Right-of-use lease assets

Most leases are recognised as right-of-use lease assets and borrowings in Notes 9 (d) and 18, with the associated costs being recognised in Notes 8 and 9 (a).

The Housing Executive's lease contracts comprise leases of office premises, homeless temporary accommodation premises and motor vehicles.

	Office Premises £'000	Homeless Accommodation £'000	Motor Vehicles £'000	Total £'000
Cost or Valuation				
At 31 March 2024	8,760	7,800	19	16,579
Initial Recognition	-	-	-	-
Additions	-	1,255	-	1,255
Reclassifications from PPE	-	-	-	-
Revaluations	-	-	-	-
Derecognition	(1,082)	(5,971)	(24)	(7,077)
Remeasurement	20	11	5	36
At 31 March 2025	7,698	3,095	-	10,793
Depreciation				
At 31 March 2024	(3,629)	(3,975)	(16)	(7,620)
Charged in year	(1,300)	(2,695)	(8)	(4,003)
Revaluations	-	-	-	-
Derecognition	1,082	5,971	24	7,077
At 31 March 2025	(3,847)	(699)	-	(4,546)
Carrying amount at 31 March 2024	5,131	3,825	3	8,959
Carrying amount at 31 March 2025	3,851	2,396	-	6,247

	Office Premises £'000	Homeless Accommodation £'000	Motor Vehicles £'000	Total £'000
Cost or Valuation				
At 31 March 2023	9,352	5,902	26	15,280
Initial Recognition	-	-	-	-
Additions	-	1,829	-	1,829
Reclassifications from PPE	-	-	-	-
Revaluations	-	-	-	-
Derecognition	(285)	-	(4)	(289)
Remeasurement	(307)	69	(3)	(241)
At 31 March 2024	8,760	7,800	19	16,579
Depreciation				
At 31 March 2023	(2,748)	(1,966)	(11)	(4,725)
Charged in year	(1,166)	(2,009)	(9)	(3,184)
Revaluations	-	-	-	-
Derecognition	285	-	4	289
At 31 March 2024	(3,629)	(3,975)	(16)	(7,620)
Carrying amount at 31 March 2023	6,604	3,936	15	10,555
Carrying amount at 31 March 2024	5,131	3,825	3	8,959

Notes to the Accounts

Note

10 Short Term Investments

Fixed Term Deposits (greater than 3 months)

2025 £'000	2024 £'000
287,700	292,000
<u>287,700</u>	<u>292,000</u>

11 Assets classified as held for sale

At 1 April 2023

Transfer from Operational Assets

Transfer to Operational Assets

Transfer from Non-operational Assets

Disposals

Revaluation Increase

Land £'000	Housing Stock £'000	Total £'000
25	2,489	2,514
-	2,582	2,582
-	-	-
-	-	-
-	(2,849)	(2,849)
-	-	-
<u>25</u>	<u>2,222</u>	<u>2,247</u>
60	1,211	1,271
-	(183)	(183)
-	-	-
(25)	(2,039)	(2,064)
-	-	-
<u>60</u>	<u>1,211</u>	<u>1,271</u>

At 31 March 2024

Transfer from Operational Assets

Transfer to Operational Assets

Transfer from Non-operational Assets

Disposals

Revaluation Increase

At 31 March 2025

IFRS 5 details that non-current assets classified as held for sale must be disclosed separately from other assets in the Statement of Financial Position.

£60k of land classified as held for sale relates to surplus land which is available for immediate sale and where an active programme to locate a buyer is initiated. Due to the continued uncertainty in market conditions, it is unclear whether the sale will occur within 12 months, however, the delay in the sale is due to circumstances which are beyond the Housing Executive's control. There was no revaluation movement in 2024/25.

£1.2m of Housing Stock which has been reclassified as held for sale is based on actual post year end house sales in April and other house sales which are anticipated to complete post year-end.

12 Inventories

Consumable Stores

SPED (Net of the Allowances at Note 14)

Total

2025 £'000	2024 £'000
1,031	1,075
-	548
<u>1,031</u>	<u>1,623</u>

Notes to the Accounts

Note

13 Trade and Other Receivables

Amounts falling due within one year:

	2025 £'000	2024 £'000
Trade Receivables (Net of the Allowances at Note 14)	19,673	18,110
Other receivables	1,556	2,317
VAT	5,252	4,718
Prepayments and accrued income	44,228	45,845
	<u>70,709</u>	<u>70,990</u>

Amounts falling due after more than one year:

Trade Receivables (Net of the Allowances at Note 14)	16,611	15,284
Prepayments and accrued income	8,019	14,132
	<u>24,630</u>	<u>29,416</u>

Total

	<u>95,339</u>	<u>100,406</u>
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14 Allowances for Trade receivables and Losses

	Tenants Debt £'000	Housing Benefit Over- payments £'000	Other Debts £'000	Special Purchase Evacuated Dwellings £'000	Total £'000
Opening Balance					
At 31 March 2023	10,322	25,943	567	41	36,872
Movement in allowance in year	2,144	(1,291)	293	(25)	1,121
Movement in long term debt discount	26	1,502	19	-	1,547
At 31 March 2024	12,492	26,154	879	16	39,540
Movement in allowance in year	374	(1,423)	393	(16)	(672)
Movement in long term debt discount	10	(140)	5	-	(125)
At 31 March 2025	12,876	24,591	1,277	-	38,743

IAS 39 Financial Instruments: Recognition and Measurement requires long term debtors to be measured at amortised cost. This involves a review of debtors for impairment, forecasting the cash flows expected from the recoverable debts and discounting the cashflows to present day value using a discount rate of 2.15% (as set by HM Treasury - see note 19(c)).

Notes to the Accounts

Note

15 Cash & Cash Equivalents

	2025 £'000	2024 £'000
Balance at 1 April	36,070	49,050
Net Change in Cash & Cash Equivalent Balances	10,947	(12,980)
Balance at 31 March	47,017	36,070

The following balances at 31 March were held at:

	2025 £'000	2024 £'000
Commercial Banks and Cash in Hand	253	2,937
Investments in Money Market Funds	46,764	33,133
Short Term Deposits (less than 3 months)	-	-
Balance at 31 March	47,017	36,070

16 Trade and Other Payables

	Note	2025 £'000	2024 £'000
Amounts falling due within one year:			
Bank Overdraft		(24,244)	-
Trade Payables		(8,133)	(10,491)
Taxation and social security		(4,093)	(2,291)
Other Payables		(6,418)	(4,977)
Right of Use Asset Liability	18	(1,657)	(3,858)
Property, Plant & Equipment accruals		(5,747)	(4,313)
Accruals and deferred income		(179,636)	(190,327)
Loan Repayments		(11,373)	(11,552)
		(241,301)	(227,809)
Amounts falling due after more than one year:			
Other Payables		(12,128)	(12,267)
Right of Use Asset Liability	18	(3,685)	(6,365)
Accruals and deferred income		(14,868)	(8,360)
		(30,681)	(26,992)
Total		(271,982)	(254,801)

Notes to the Accounts

Note	2025 £'000	2024 £'000
17 Loans Outstanding		
At 31 March 2024	(108,276)	(120,732)
Loan Principal repayment	11,552	12,456
At 31 March 2025	(96,724)	(108,276)
Loans from the Government Loans Fund & Former Local Authorities maturing:		
<u>Due within one year</u>		
Due within one year (disclosed in note 16)	(11,373)	(11,552)
<u>Due greater than one year</u>		
Later than one year and not later than five years	(44,216)	(45,126)
Later than five years	(41,135)	(51,598)
	(85,351)	(96,724)
Total loans outstanding	(96,724)	(108,276)
(a) All Government Loans are repayable by Annuity and Local Authority Loans are repayable using an average Loans Pool rate.		
(b) Interest rates on the Government Loans are those current at time of borrowing.		
(c) The Government Loans are repayable to the Department of Finance (previously referred to as the Department of Finance and Personnel prior to 9 May 2016).		

18 Leased Assets

(a) Commitments under leases

Operating Leases - Premises

Total future minimum lease payments under operating leases are given in the table below for each of the following periods:

	2025 £'000	2024 £'000
Obligations under operating leases comprise:		
Property		
Not later than one year	-	-
Later than one year and not later than five years	-	-
Later than five years	-	-
	-	-

With leases now being accounted for under IFRS 16 from 2022/23, there is no lease commitment remaining in respect of operating leases.

Notes to the Accounts

Note

18 (b) Lease Liabilities

A maturity analysis of contractual undiscounted cash flows relating to lease liabilities is presented below. The cash flows and balances are presented net of irrecoverable VAT.

	2025 £'000	2024 £'000
Obligations under finance leases for the following periods comprise:		
Buildings		
Not later than one year	(1,801)	(4,092)
Later than one year and not later than five years	(2,577)	(4,050)
Later than five years	(1,329)	(2,845)
Less Interest element	365	767
Present Value of obligations	<u>(5,342)</u>	<u>(10,220)</u>
Other		
Not later than one year	-	(3)
Later than one year and not later than five years	-	-
Later than five years	-	-
Less Interest element	-	-
Present Value of obligations	<u>-</u>	<u>(3)</u>
Amounts falling due within one year	(1,657)	(3,858)
Amounts falling due after more than one year	(3,685)	(6,365)
	<u>(5,342)</u>	<u>(10,223)</u>

Notes to the Accounts

Note

19 Financial Instruments

The Government FReM requires financial statements to comply with the accounting standards on Financial Instruments, namely IAS 32, IFRS 7 and IFRS 9. The objective of these standards is to establish principles for presenting, recognising, measuring and disclosing Financial Instruments.

A Financial Instrument is "any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity". Financial Assets include, amongst others, cash, trade receivables and loans to other entities. Financial liabilities include, amongst others, trade payables, loans from other entities and accruals. Equity instruments include, amongst others, types of preference shares, and are unlikely to occur within the Housing Executive's financial statements.

(a) Significance of Financial Instruments for Financial Position and Performance

The financial assets and liabilities disclosed in the Statement of Financial Position are made up of the following categories of financial instruments:

	Long Term		Short Term	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Financial assets at amortised cost	16,611	15,284	314,434	317,641
Financial assets at fair value through profit or loss	-	-	46,764	33,133
Total Financial Assets	16,611	15,284	361,198	350,774
	Long Term		Short Term	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Financial Liabilities at amortised cost	116,032	123,716	241,301	227,809

The table above includes long term debtors, trade payables and receivables and cash balances held for working capital purposes.

Notes to the Accounts

Note

19 Financial Instruments (continued)

(b) Financial Instruments Gains and Losses

The gains and losses recognised in the Statement of Comprehensive Net Expenditure for the year ended 31 March 2025 in relation to financial instruments are made up as follows:

Financial Liabilities

	Liabilities measured at fair value through profit or loss £'000	Liabilities measured at amortised cost £'000
Interest Expense	-	10,973
Interest payable and similar charges	-	10,973

Financial Assets

	Assets at Amortised Cost £'000	Assets at Fair Value through Profit or Loss £'000
Impairment Loss - Interest payable and similar charges	780	-
Interest and Investment Income	15,998	2,719

(c) Fair Value of Assets and Liabilities Carried at Amortised Cost

In relation to financial assets, IFRS 9 stipulates that where the contractual terms give rise to principal and interest payments on specified dates and the assets are held solely to collect those contractual cash flows, such assets are to be carried on the Statement of Financial Position at amortised cost less any impairment losses. In accordance with IFRS 9, the financial liabilities held by the Housing Executive are also held at amortised cost. This includes the Housing Executive's Government loans and Local Authority loans. The majority of Housing Executive loans are repayable by fixed rate annuities. Their fair value can be assessed by calculating the present value of the cash flows that take place over the remaining life of the instruments, using the following assumptions:

Notes to the Accounts

Note

19 Financial Instruments (continued)

Assumptions:

- 1) For loans from the Consolidated Loans Fund and other loans payable, the real discount rate of 2.15%, as set by HM Treasury, has been applied to provide fair value;
- 2) No early repayment or impairment is recognised; and
- 3) Where an instrument has a maturity of less than 12 months or is a trade or other receivable, the fair value is taken to be the principal outstanding or the billed amount.

The fair values calculated are as follows:

2025		2024	
Carrying Amount	Fair Value	Carrying Amount	Fair Value
£'000	£'000	£'000	Restated £'000

Financial Liabilities

Consolidated Loans Fund	94,282	135,005	105,416	154,503
Non Consolidated Loans Fund	2,443	2,849	2,861	3,410
Total Debt	96,725	137,854	108,277	157,913

Loans and receivables

Total Investments - Long term Debtors	19,051	16,611	17,849	15,284
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Long term trade receivables are stated at amortised cost using a rate issued by HM Treasury. An assessment is made on the future collectability of the receivables based on historic trends which is profiled over future years. For 2024/25, the cash flows are discounted using the effective interest rate of 2.15%. This is a method used to calculate the carrying value and the fair value.

Notes to the Accounts

Note

19 Financial Instruments (continued)

The fair values for trade payables and receivables and cash balances are not included in the table above as the fair value is taken to be the invoiced or billed amount, less any recognised impairment losses.

Nature and Extent of Risks arising from Financial Instruments

IFRS 7, "Financial Instruments: Disclosures", requires disclosure of the role which financial instruments have had during the period in creating or changing the risks an entity faces in undertaking its activities. Due to the largely non trading nature of its activities and the way in which the entity is financed, the Housing Executive is not exposed to the degree of financial risk faced by business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of the listed companies to which IFRS 7 mainly applies. As a result, the sensitivity analysis on market risk, as required by IFRS 7, has not been undertaken due to the majority of the Housing Executive loans carrying fixed rates of interest.

Details of financial risks which the Housing Executive's activities expose it to are noted below:

Credit Risk

Credit risk arises from deposits with banks, local authorities and Money Market Funds (MMFs), as well as credit exposure to the Housing Executive's customers, specifically tenant arrears and Housing Benefit overpayment debt. There is no historical experience of default in relation to deposits with banks used by the Housing Executive and deposits are placed only with banks holding robust credit ratings. Nonetheless, due to the risk of bank collapse, default or bail-in, the Housing Executive no longer holds the majority of its cash reserves in a small number of banks, instead achieving greater diversification and reduced exposure to any one bank through investment in MMFs with strong creditworthiness and by holding the majority of its cash reserves on deposit with local authorities or other UK government entities. UK government bodies are regarded as having lower credit risk than banks or other financial entities. The allowance for trade receivables reflects the Housing Executive's assessment of the risk of non-payment by trade debtors and, as such, there is no additional estimated exposure to default and inability to collect.

Notes to the Accounts

Note

19 Financial Instruments (continued)

Liquidity Risk

The Strategic Housing Authority's expenditure (previously known as Regional Services) is fully funded by the Department and subject to strict budgetary control, with funding being drawn down from the Department on a monthly basis to meet cash requirements. Landlord Services expenditure is largely financed by rental income generated from the Housing Executive's housing stock, which provides a regular and reliable income stream. Cash projections and daily monitoring of the liquidity position of the organisation are undertaken to ensure that funds are available to meet expenditure requirements as they fall due. Moreover, the Housing Executive maintains some of its cash reserves in Money Market Funds which provide same-day access to cash as it is required, and no funds are invested for periods of greater than one year.

Market Risk

Interest-Rate Risk

Approximately 97% of the Housing Executive's financial liabilities carry fixed rates of interest and the Housing Executive is not therefore exposed to significant interest rate risk with respect to loans. The continued low bank interest rates have maintained the low level of interest receivable on short term cash investments held with banks. However, slightly higher interest rates have been achieved by increasing the range of counterparties in which the Housing Executive holds its cash reserves to include a number of different banks, MMFs and UK government bodies.

Foreign Currency Risk

The Housing Executive has only limited exposure to foreign currency risk, relating to funding received in Euros from the Special EU Programmes Body. The foreign currency risk is not deemed to be significant enough to warrant direct management. During 2024/25 the foreign currency losses incurred amounted to £4.7k (2023/24: gain of £24k).

Fair Value

The fair value of loans outstanding after one year at 31 March 2025 for the Government Loans Funds is £120m (2024: £133m) and the estimated fair value of Local Authority Loans is £2.2m (2024: £2.8m). The figures have been restated to reflect updated calculations.

Notes to the Accounts

Note

20 Provision for Liabilities and Charges

2024/25

	Redevelopment Area Purchases £'000	Repayment of Lease Income £'000	Contractual Claims £'000	Public Liability Claims £'000	Legal Claims £'000	Dilapidation Provision £'000	Total £'000
Opening Balance -							
At 31 March 2024	(134)	(106)	(283)	(2,567)	(3,387)	-	(6,477)
Provided in the year	(5)	(18)	-	(965)	(200)	(2,433)	(3,621)
Provisions not required written back	-	-	177	-	520	-	697
Provisions utilised in the year	-	-	-	1,428	77	-	1,505
At 31 March 2025	(139)	(124)	(106)	(2,104)	(2,990)	(2,433)	(7,896)
Amount due for settlement:							
Within 12 months	(139)	-	(106)	(354)	(2,990)	(1,357)	(4,946)
After 12 months	-	(124)	-	(1,750)	-	(1,076)	(2,950)
At 31 March 2025	(139)	(124)	(106)	(2,104)	(2,990)	(2,433)	(7,896)

An amount of £139k has been provided for in respect of amounts due to compensate previous owners in areas

- (a) vested for redevelopment (Urban Renewal Areas). No provision is required in respect of houses vested by the Housing Executive and which are to be refurbished or demolished, but which fall outside of approved redevelopment

An amount of £124k has been provided for in relation to ground rent received from land sites previously sold by the

- (b) Housing Executive. This amount may be repayable by the Housing Executive should certain conditions be met by the purchaser, as outlined in the sale agreements.
(c) An amount of £106k has been provided for in respect of 2 contractual claims issued against the Housing Executive.
(d) Public Liability Claims see Note 23 (Contingent Liabilities).

- (e) An amount of £3.0m (2024: £3.4m) has been provided for in respect of legal cases issued against the Housing Executive.

£2.4m has been recognised as dilapidation provisions, relating to amounts expected to be incurred

- (f) following cessation of office accommodation leases. In 2023/24, the dilapidation costs expected to be paid were accounted for in lease liability. No restatement has occurred for the prior year figures.

Notes to the Accounts

Note

20 Provision for Liabilities and Charges (continued)

2023/24

	Redevelopment Area Purchases £'000	Repayment of Lease Income £'000	Contractual Claims £'000	Public Liability Claims £'000	Legal Claims £'000	Dilapidation Provision £'000	Total £'000
Opening Balance - At 31 March 2023	(134)	(88)	(38)	(2,018)	(529)	-	(2,807)
Provided in the year	-	(18)	(245)	(2,567)	(3,051)	-	(5,881)
Provisions not required written back	-	-	-	-	193	-	193
Provisions utilised in the year	-	-	-	2,018	-	-	2,018
At 31 March 2024	(134)	(106)	(283)	(2,567)	(3,387)	-	(6,477)
Amount due for settlement:							
Within 12 months	(134)	-	(283)	(999)	(3,387)	-	(4,803)
After 12 months	-	(106)	-	(1,567)	-	-	(1,673)
At 31 March 2024	(134)	(106)	(283)	(2,566)	(3,387)	-	(6,476)

Notes to the Accounts

Note

21 (a) Pensions

The Housing Executive participates in the Northern Ireland Local Government Officers Superannuation Committee (NILGOSC) pension scheme for the majority of its employees. The Chairman and Board Members are not members of the NILGOSC Scheme. The scheme was established by the Government in April 1950 to operate a pension scheme for the local councils and other similar bodies in Northern Ireland. The pension scheme is known as the Local Government Pension Scheme Northern Ireland (the Scheme) and is a defined benefit pension scheme. NILGOSC is the corporate body responsible for the administration of the Scheme and is a non-departmental public body, sponsored by the Department for Communities. There were changes to the scheme in 2015. The 2015 Scheme is fundamentally different from the previous final salary based schemes. It is a defined benefit career average revalued earnings (CARE) scheme, meaning that future pension benefits will be calculated on career average earnings rather than final salary.

Up until 31 March 2015, the Pension scheme provided benefits for each year of service on a 'Final Salary' basis with a significant change to the scheme in 2009. Prior to 1 April 2009, benefits accrued at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to 3/80ths of pensionable salary for each year of service, prior to 1 April 2009, is payable on retirement. Post April 2009, as part of a general review of public sector pension schemes, the Government introduced changes to the pension scheme. Benefits from this date accrue at the rate of 1/60th of pensionable salary for each year of service. The lump sum payment was removed. Also instead of employees paying a standard contribution rate of 6%, which was applicable up to 1 April 2009 (5% for non-administrative employees prior to 1 January 2003, and 6% thereafter of their pensionable pay), different contribution rates were applied for different pay bands. The new rates were between 5.5% and 7.5% of pensionable pay. The Scheme's professionally qualified actuaries recommend the rates of employer's contribution to be paid.

From 1 April 2015, a change to the scheme was introduced. The scheme now operates using a defined benefit career average revalued earnings (CARE) scheme, which results in future pension benefits calculated on career average earnings rather than final salary. The 2015 change also results in contribution rates being calculated on actual pay received rather than full time equivalent pay which was the case in the 2009 Scheme. Contribution rates now range from 5.5% to 10.5%.

Employees may have accrued benefits under all of the above schemes variants depending on when they joined the scheme.

From April 2011, pensions payable are increased annually in line with changes in the Consumer Price Index (CPI). Prior to April 2011, pensions were increased in line with changes in the Retail Prices Index (RPI). The Scheme's professionally qualified actuaries recommend the rates of employer's contribution to be paid.

Notes to the Accounts

Note

21 (a) Pensions (continued)

The last formal actuarial valuation of the fund was carried out as at 31 March 2022, the results of which were released during the 2021/22 financial year. The next formal valuation is due to be carried out as at 31 March 2025 (the results of which are expected in 2025/26 financial year). In calculating the Housing Executive's assets and liabilities the appointed actuaries have rolled forward the values calculated at the latest valuation (March 2022). Further, the appointed actuaries had to make a number of assumptions about events and circumstances in the future meaning that the results of actuarial calculations are subject to uncertainties within a range of possible values.

- (b) The following actuarial assumptions were agreed following receipt of advice from the actuary and following discussions within NIHE with the aim of ensuring the most appropriate assumptions were adopted.

Actuarial Assumptions used at:	31 March 2025	31 March 2024
Rate of Inflation (RPI)	3.00%	3.00%
Rate of Inflation (CPI)	2.70%	2.70%
Rate of Increase in Salaries	4.20%	4.20%
Rate of Increase in Pensions	2.70%	2.70%
Discount Rate	5.90%	4.90%

Breakdown of Life Expectancies

Life expectancy for mortality tables used to determine benefit obligations at:	31 March 2025	31 March 2024
Male member aged 65 (current life expectancy)	21.5	22.3
Female member aged 65 (current life expectancy)	24.6	25.1
Male member aged 45 (life expectancy at age 65)	22.5	23.3
Female member aged 45 (life expectancy at age 65)	25.7	26.2

Notes to the Accounts

Note

21 (b) Pensions (continued)

Future mortality is the single most significant demographic assumption. Recent studies have disclosed a faster increase in the rate of mortality improvement than had previously been expected.

The basic table used is Standard SAPS S3 tables (Year of Birth) with CMI 2023 core projections including a period smoothing parameter of 7, with an initial addition of 0.5 and a long-term improvement rate of 1.5% per annum for both males and females. This means the mortality rates assumed for members of a particular age differ from those for members who will reach that age in future.

These assumptions should result in an appropriate allowance for future longevity, and are similar to assumptions used for many schemes in the UK. The assumptions will continue to be monitored in the light of general trends in mortality experience.

Sensitivity Analysis

IAS 19 valuation results depend critically on the principal assumptions used in the calculations. The discount rate used to value the liabilities is prescribed under IAS 19 and the results are particularly sensitive to the discount rate. A reduction in the net discount rate will increase the liabilities as a higher value is placed on benefits in the future. Regarding mortality assumptions, if longevity improves at a faster rate than liabilities. Further increases in pensionable pay, inflation and hence pension, more than allowed for in the assumptions will increase the value of the liabilities.

Below we have detailed the sensitivity of the benefit obligation to various key assumptions.

	Current Assumptions £'000	Discount Rate -0.25% pa	Salary Increase +0.25%pa	Inflation +0.25%pa	Life Expectancy +1 year
Liabilities	857,069	882,811	863,323	881,975	877,586
Assets	1,071,660	1,071,660	1,071,660	1,071,660	1,071,660
Total Scheme surplus	214,591	188,849	208,337	189,685	194,074
Funding Level	125%	121%	124%	122%	122%
Increase in Liabilities	-	25,742	6,254	24,906	20,517

Notes to the Accounts

Note

21 (c) Pensions (continued)

The fair value of the assets held by the pension scheme attributable to the Housing Executive are analysed as follows:

Asset Class	Assets at 31 March 2025 £'000	Assets at 31 March 2024 £'000
Equities	431,389	413,249
Bonds	347,343	339,271
Property	106,852	96,359
Cash	121,862	129,141
Other	64,214	62,956
	1,071,660	1,040,976

The above asset values as at 31 March 2025 are at bid value as required under IAS 19. The bid value of assets is the value which can be realised immediately upon a sale.

Statement of Financial Position

Year Ended	31 March 2025 £'000	31 March 2024 £'000
Fair Value of Employer Assets	1,071,661	1,040,976
Present value of Funded Liabilities	(851,143)	(955,971)
Net Surplus in Funded Plans	220,518	85,005
Present value of Unfunded Liabilities	(5,925)	(7,194)
Unrecognised Asset Adjustment - surplus restricted	(220,518)	-
Unrecognised Actuarial (Gain) / Loss	-	-
Unrecognised Transition (Asset) / Liability	-	-
Net Asset/(Liability)	(5,925)	77,811
Amounts in the Statement of Financial Position		
Liabilities	(5,925)	-
Assets	-	77,811
Net Asset/(Liability)	(5,925)	77,811
Funding Level	125%	108%

Notes to the Accounts

Note

21 Pensions (continued)

(d) Notes to the Statement of Comprehensive Net Expenditure

	Year End 31 March 2025		Year End 31 March 2024	
	£'000	% of Payroll	£'000	% of Payroll
Amount Charged to Employee Costs				
Current Service Cost	(20,716)	19.1%	(18,882)	(19.7%)
Past Service Cost	-	-	-	-
Administration Expenses	(542)	0.5%	(479)	(0.5%)
Insurance premiums for risk benefits	(2,167)	2.0%	(1,914)	(2.0%)
Curtailment and Settlements **	-	-	-	-
Decrease in Irrecoverable Surplus	-	-	-	-
Total Operating Charge (A)	(23,425)	21.6%	(21,275)	(22.2%)

	Year End 31 March 2025		Year End 31 March 2024	
	£'000	% of Payroll	£'000	% of Payroll
Amount (Debited)/Credited to Other Financing costs				
Interest Income on Scheme Assets	50,537	46.6%	45,903	48.0%
Interest on Pension Scheme Liabilities	(46,741)	(43.1%)	(45,181)	(47.2%)
Net Return (B)	3,796	3.5%	722	0.8%

Net Revenue Account Cost (A) - (B)	(19,629)	25.1%	(20,553)	(21.4%)
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** Included within curtailment and settlements cost is the actuarial cost for employees who have been approved to leave early as part of the early departures scheme. There were no employees approved to leave early as part of an early departure scheme during 2024/25.

Notes to the Statement of Changes in Taxpayers Equity

	31 Mar 2025 £'000	31 Mar 2024 £'000
Actuarial Gains / (Losses) on Plan Assets	(1,467)	48,500
Actuarial (Losses) / Gains on Obligation	136,467	15,179
Unrecognised Asset Adjustment	(220,518)	-
Actuarial Gain Recognised in Statement of Changes in Taxpayers Equity	(85,518)	63,679

Notes to the Accounts

Note

21 (d) Pensions (continued)

The attributable movement in the scheme liabilities during the period was as follows:

Reconciliation of Defined Benefit Obligation	Year End 31 March 2025	Year End 31 March 2024
	£'000	£'000
Opening Defined Benefit Obligation	(963,165)	(951,297)
Current Service Cost	(20,716)	(18,882)
Past Service Cost	-	-
Interest Expense	(46,741)	(45,181)
Members Contributions	(6,909)	(6,096)
Unfunded Benefits Paid by Employer	825	875
Benefit Payments from Plan	43,171	42,238
Plan Curtailment	-	-
<u>Actuarial movements:</u>		
Effect of changes in demographic assumptions	13,301	-
Effect of change in financial assumptions	123,166	15,178
Effect of experience adjustments	-	-
Impact of Short term high Inflation	-	-
Closing Defined Benefit Obligation	(857,068)	(963,165)

The attributable movement in the scheme assets during the period was as follows:

Reconciliation of Fair Value of Employer Assets	Year End 31 March 2025	Year End 31 March 2024
	£'000	£'000
Opening Fair Value of Employer Assets	1,040,976	966,925
Employer Contributions	20,586	18,183
Members Contributions	6,909	6,096
Interest Income	50,537	45,903
Contributions in respect of Unfunded Benefits	825	875
Unfunded Benefits Paid	(825)	(875)
Benefits Paid from Plan	(43,171)	(42,238)
Administrative expenses paid from plan assets	(542)	(479)
Insurance premiums for risk benefits	(2,167)	(1,914)
<u>Actuarial movements:</u>		
Return on Plan Assets	(1,467)	48,500
Rebasing to 2022 Valuation asset data	-	-
Closing Fair Value of Employer Assets	1,071,661	1,040,976
Net Pension Asset (excluding asset adjustment)	214,593	77,811

Notes to the Accounts

Note

21 (d) Pensions (continued)

The liabilities show the underlying commitment that the Housing Executive has in the long term to pay retirement benefits. The total pension liability is £857m (2024: £963m) and for 2024/25 financial year, has resulted in a net overall unfunded pension liability balance of £5.9m (2024: £78m), following restriction of the asset surplus of 220.5m. The unfunded pension liability is recorded on the Statement of Financial Position. Employer and Employee contributions to the NILGOSC scheme will continue to fund future liabilities over the remaining working life of employees as assessed by the scheme actuary. The employer contribution rate was 19% for 2024/25 (2023/24: 19%). Deficit recovery contributions were not due in 2024/25.

- (e) Actuarial gains and losses represent the extent to which actual outcomes have differed from the assumptions which were used in calculating IAS 19 figures. For assets, the gain or loss is normally the difference between the actual and expected return on assets, and, for liabilities, the gain/loss normally arises from the change in financial assumptions. These actuarial gains or losses are shown in the table below as Experience Gains and Losses. Actuarial gains and losses are recognised as movements in reserves with no impact on the Statement of Comprehensive Net Expenditure.

Amounts for the current and previous accounting periods	Year End 31 March				
	2025 £'000	2024 £'000	2023 £'000	2022 £'000	2021 £'000
Fair Value of Employer Assets	1,071,661	1,040,976	966,925	1,083,670	1,029,649
Present Value of Defined Benefit Liability	(857,068)	(963,165)	(951,298)	(1,249,548)	(1,265,726)
Unrecognised Asset Adjustment	(220,518)	-	-	-	-
Net Pension Deficit	(5,925)	77,811	15,627	(165,878)	(236,077)
Experience Gains/(Losses) on Assets	(1,467)	48,500	(100,157)	47,318	147,162
Experience Gains on Liabilities	-	-	8,906	-	-
Actuarial Gains/(Losses) on Employer Assets	(1,467)	48,500	(100,157)	47,318	147,162
Actuarial (Losses)/Gains on Obligation	136,467	15,179	334,823	47,401	(134,557)
Rebalancing due to Valuation	-	-	(26,778)	-	-
Unrecognised Asset Adjustment	(220,518)				
Actuarial (Losses)/Gains recognised in Statement of changes in Taxpayers' Equity	(85,518)	63,679	207,888	94,719	12,605

Notes to the Accounts

Note	2025 £'000	2024 £'000
22 Notes to the Statement of Cash Flows		
22(a) Reconciliation of Net Expenditure before interest to Operating Cash Flows		
Net Expenditure before Interest	(403,363)	(368,195)
Depreciation of Property, Plant & Equipment	40,378	38,213
Amortisation of Software	796	695
Depreciation - ROU Assets	4,003	3,184
Impairment	285	1,083
(Increase)/Decrease in Inventories	591	(302)
(Increase)/Decrease in Receivables	4,824	(20,906)
Increase in Payables and Provisions	(4,361)	(5,380)
Pension Asset movement	2,015	2,216
(Profit)/Loss on Disposals, Write Offs & Revaluation Movements	(3,673)	(8,547)
Net Cash Outflow from Operating Activities	(358,505)	(357,939)
22(b) Cashflow from Investing Activities	2025 £'000	2024 £'000
Payments to Acquire Non-Current Assets		
Land and Buildings	(22,024)	(19,749)
Other Operational Assets	(2,093)	(1,844)
IT Hardware and Software	(1,418)	(1,156)
Non Operational Assets	(1,620)	(1,268)
Total Expenditure	(27,155)	(24,017)
Income from Sale of Non-Current Assets and Grants		
House Sales (Inc. Land & Buildings)	13,524	21,410
Commercial Properties & Travellers Sites	36	1,500
Plant & Equipment	217	101
Total Income and Grants	13,777	23,011
Repayment of Loans		
Repayment of Loan Debt	(11,552)	(12,456)
Short Term Investments		
Investment in Fixed Term Deposits (greater than three months)	4,300	(21,500)
Financing Charges		
Loan Interest charges	(11,023)	(12,030)
Right of Use Asset Finance Charge	(171)	(245)
	(11,194)	(12,275)
Interest Receivable	18,972	10,428
Net Cash Outflow from Investing Activities	(12,852)	(36,809)

Notes to the Accounts

Notes to the Statement of Cash Flows

Note	2025 £'000	2024 £'000
22(c) Cashflow from Financing Activities		
Right of Use Leased Asset - Repayment	(3,738)	(3,157)
Grant from Sponsoring Department	361,798	399,051
	<u>358,060</u>	<u>395,894</u>

22(d) Analysis of Change in Cash and Cash Equivalents

	At 1 April 2024 £'000	Cash Flows £'000	Other Changes £'000	At 31 March 2025 £'000
Cash at Bank and in Hand	36,070	10,947	-	47,017
Overdrafts	-	(24,244)	-	(24,244)
Total	<u>36,070</u>	<u>(13,297)</u>	<u>-</u>	<u>22,773</u>

	At 1 April 2023 £'000	Cash Flows £'000	Other Changes £'000	At 31 March 2024 £'000
Cash at Bank and in Hand	49,050	(12,980)	-	36,070
Overdrafts	(14,126)	14,126	-	-
Total	<u>34,924</u>	<u>1,146</u>	<u>-</u>	<u>36,070</u>

22(e) Reconciliation of Net Cash Flow to Movement in Cash & Cash Equivalents

	2025 £'000	2024 £'000
Net increase/(decrease) in Cash & Cash Equivalents in	(13,297)	1,146
Cash & Cash Equivalents at 1 April 2024	36,070	34,924
Cash & Cash Equivalents at 31 March 2025	<u>22,773</u>	<u>36,070</u>

Notes to the Accounts

Note

23 Contingent Liabilities and Assets

Liabilities

Holiday Pay Liability

The Court of Appeal (CoA) judgment from 17 June 2019 (PSNI v Agnew) determined that claims for Holiday Pay shortfall can extend as far back as 1998. However, the PSNI appealed the Court of Appeal's judgment to the Supreme Court. The hearing was held in December 2022 and the judgment was delivered on 4 October 2023. A provision for legal claims was included in 2023/24 for the period from April 1999 through to 31 March 2013. There are still some significant elements of uncertainty around this estimate. Firstly, legal advice is now required following the Supreme Court judgment. There is also a lack of accessible payroll data for years prior to 2013 and negotiations with Trade Union and their legal representatives are not concluded. Amounts due for the period from 2013/14 onwards have been previously recognised in the Statement of Comprehensive Net Expenditure.

Cavity Wall Insulation

A research report on the condition of Cavity Wall Insulation (CWI) in the Housing Executive's dwellings was published in May 2019. The report noted that there was a considerable level of non-compliance (63%) with current industry installation standards. In particular, from the sample of 825 properties selected and surveyed, it was found that in 1% of cases this was having a significant detrimental impact on the internal structure and that urgent remedial work was required. It is difficult to quantify the costs for this as it will vary on a case-by-case basis. The Housing Executive published a CWI Action Plan for its stock in March 2022 in response to the British Board of Agreement's (BBA) findings and recommendations. The Action Plan acknowledges that a CWI remediation/replacement programme will be required but also notes that the funding required is not available at this time. Consequently until such time as the necessary funding becomes available the Housing Executive will be addressing instances where the CWI is having a detrimental impact of the structure of a property via response maintenance or a planned scheme as appropriate. A number of cavity wall insulation programmes were carried out during 2024/25, with further schemes anticipated for 2025/26 to help address this issue.

Notes to the Accounts

Note

23 Contingent Liabilities and Assets (continued)

Liabilities

Contractual Claims

At 31 March 2025, there was 1 claim received, which cannot be disclosed for commercially sensitive reasons.

Legal Claims

At 31 March 2025, there are a number of ongoing legal cases which may lead to possible future outlays. It is not possible at this time to assess the timing, likelihood or amount of any financial settlement of these cases. As a result, until there is further clarity, a reliable estimate of liability cannot be provided. The Housing Executive will continue to monitor any ongoing developments.

Public Liability Claims

At 31 March 2025, there is a contingent liability of £8.6m (2024: £9.1m) for public liability claims, representing claims notified and not finalised and where it is considered a payment is probable.

Pension liability - Goodwin judgement

The Housing Executive has recognised a Pension Liability of £5.9m (2024: £77.8m Asset) for the NILGOSC defined benefit scheme. In June 2020, an Employment Tribunal ruled, that the Teachers' Pension Regulations 2010 (as amended) directly discriminated on grounds of sexual orientation in relation to the provision of adult survivor pensions and thereby result in a breach of the non-discrimination rule in section 61(1) to the Equality Act 2010. The provisions found that survivor's benefits of a female member in an opposite sex marriage are less favourable than for a female in a same sex marriage or civil partnership, and that treatment amounts to direct discrimination on grounds of sexual orientation. Although there is a similar differential treatment under the regulations governing the LGPS(NI), it is more limited in scope. The differential applies only where the marriage or civil partnership is entered into after the member has left the scheme (either as a pensioner or becoming a deferred member). As a result any future remedy, regardless of its retrospective scope, is therefore considered likely to be immaterial. The actuary for the scheme currently estimates the Goodwin judgement could add around 0.2% to the defined benefit obligation for a typical employer (and no higher than 0.5%), however the impact will vary depending on the membership profile. The Housing Executive's defined benefit obligation disclosed in Note 21(d) at 31 March 2025 is £857m.

Notes to the Accounts

Note

24 Commitments

The Housing Executive has to plan its Capital and Revenue in advance of work proceeding. At 31 March 2025 the Housing Executive has entered into contracts which will incur expenditure of **£221.1m** (2023/24: £209.8m) in future years. Of this, capital commitments represent **£192.0m** (2023/24: £177.4m) and revenue commitments represent **£29.1m** (2023/24: £32.4m). Capital commitments include private sector grant & energy efficiency grant approvals up to 31 March 2025 of **£22.8m** (2023/24: £21.7m) which have been committed by the Housing Executive, but not yet paid.

25 Related Party Transactions

The Housing Executive is a Non Departmental Public Body (for accounting purposes) sponsored by the Department, who are regarded as a related party. The Statement of Changes in Taxpayers' Equity details the funding received from the Department. During the year, the Housing Executive has had various material transactions with the Department with respect to Housing Benefit. Note 7 provides a breakdown of that expenditure.

Further, any Social Housing Development Programme grants recouped from Housing Associations and repaid to the Department (if applicable) are also disclosed in Note 6(b). Additionally, the Housing Executive paid rent, rates and service charges of £539k to the Department in respect of one office building, and also reimbursed the Department for the salary costs of four members of staff who were seconded to the Housing Executive during the year.

The Housing Executive also paid rent, rates and service charges of £557k to the Department of Finance in respect of one office building. In addition, the Housing Executive has had a number of transactions with other Government Departments and Agencies, the most material of which related to repayment of loans to the Department of Finance (see Note 18).

The Housing Executive collects rates for its own properties, which are payable to Land & Property Services (LPS), for which it receives an allowance. Rates paid during 2024/25 to LPS amounted to £45m. An allowance of £5.0m was received from LPS, which was included in rates collected from tenants during 2024/25 of nearly £49m. Notes 6 and 4 show the expenditure incurred and income received in respect of Rates collected.

LPS also funded the Housing Executive for its part in administering the Rates Relief and Lone Pensioner Allowance systems for which the Housing Executive received £4.6m and £115k respectively.

None of the Board Members, members of the key management staff or other related parties has undertaken any material transactions with the Housing Executive during the year.

26 Third Party Assets

The Housing Executive did not hold any Third Party Assets as at 31 March 2025 (2024: £Nil).

Notes to the Accounts

Note

27 Fraud and Error

The Housing Executive administers Housing Benefit on behalf of the Department. Estimates of the levels of fraud and error in Housing Benefit for tenants are reported by the Professional Services Unit (PSU) within the Department for Communities. The PSU produces estimates of official error, customer error and customer fraud using the statistical analysis of data collected through Standards Assurance Unit Financial Accuracy (official error) and Benefit Review (customer fraud/error) sampling exercises. To enable the Unit to provide an estimate of total fraud and error, the results from Financial Accuracy Monitoring, are combined with results from Benefits.

For the Calendar year 1 January 2024 to 31 December 2024, these reports highlighted an estimated amount of £21.7m overpaid (customer fraud £16.0m, customer error £0.3m and official error of £5.4m) and £4.1m underpaid (customer error £1.9m and official error £2.2m) through fraud and error in Housing Benefit for tenants. The Housing Benefit overpaid represents approximately 4.6% of the related expenditure for the calendar year.

Use of Confidence Intervals

The Department reviews a sample of claims (using a sampling approach as it would be impractical to assess every case) and require a level of statistical certainty to underpin the estimates. This level of certainty is quantified with confidence intervals or tolerances. This means the Department can be 95% sure that the true value of fraud and error lies within these tolerances/confidence intervals.

The table below shows the monetary value of error (MVE) and the MVE as a percentage of expenditure. The associated 'range' or 'lower' and 'upper' confidence intervals are also provided. The percentage figures are calculated using the calendar year HB expenditure of £471.2m (2023/24: £468.7m).

Notes to the Accounts

Note

27 Fraud and Error (continued)

	Monetary value of error £m		24/25 Lower confidence interval (£m)		24/25 Upper confidence interval (£m)		Monetary value of error as a percentage of HB expenditure (%)		Upper confidence interval as a percentage of HB expenditure (%)	
	24/25	23/24	24/25	23/24	24/25	23/24	24/25	23/24	24/25	23/24
Overpayments										
Customer - fraud	16.0	14.8	6.6	8.7	27.1	21.6	3.4	3.2	5.7	4.6
Customer - error	0.3	2.2	-	0.7	0.7	4.2	0.1	0.5	0.2	0.9
Official error	5.4	3.8	1.1	0.6	11.4	7.8	1.1	0.8	2.4	1.7
Total	21.7	20.8	7.7	10	39.2	33.6	4.6	4.5	8.3	7.2
Underpayments										
Customer underpayments	1.9	1.3	0.8	0.6	3.1	2.1	0.4	0.3	0.7	0.4
Official Underpayments	2.2	0.3	-	-	5.8	0.8	0.5	0.1	1.2	0.2
Total	4.1	1.6	0.8	0.6	8.9	2.9	0.9	0.4	1.9	0.6

Information on activities undertaken to reduce the level of fraud and error is set out in Governance Statement.

Further information on the methodology used in estimating fraud and error can be found in the Department for Communities 2024/25 Resource Accounts (Note 23 - Payment Accuracy).

28 Events after the Reporting Date

There have been no significant events since the year end which would affect these accounts.

Authorisation Date

The financial statements were authorised for issue on 3 July 2025 by the Chair and Chief Executive of the Housing Executive.

Northern Ireland Housing Executive

Annex: Statement of Comprehensive Net Expenditure - split by service for the year ended 31 March 2025 - Unaudited

	Landlord 2025 £'000	Strategic Housing Authority 2025 £'000	Total 2025 £'000	Landlord 2024 £'000	Strategic Housing Authority 2024 £'000	Total 2024 £'000
Income						
Rental Income	344,171	42	344,213	321,412	37	321,449
EU Income	157	-	157	(88)	172	84
Other Income	62,538	18,583	81,121	52,366	13,380	65,746
Total Housing Benefit Income	-	458,771	458,771	-	471,773	471,773
Capital Grant Income	1,270	654	1,924	932	175	1,107
Commissioned Services Income	16,699	5,078	21,777	14,337	4,624	18,961
Total Income	424,835	483,128	907,963	388,959	490,161	879,120
Expenditure						
Staff Costs	125,283	31,878	157,161	117,627	31,256	148,883
Other Expenditures	288,741	341,449	630,190	251,785	321,261	573,046
Total Housing Benefit Costs	-	458,771	458,771	-	471,773	471,773
Depreciation, Amortisation, Write Offs & Write Down	38,704	2,799	41,503	31,423	2,122	33,545
Commissioned Services Charge	5,078	16,699	21,777	4,624	14,337	18,961
Capital Grant Charge	-	1,270	1,270	-	932	932
Capital Grant in Kind	-	654	654	-	175	175
Total Expenditure	457,806	853,520	1,311,326	405,459	841,856	1,247,315
Net Expenditure before Interest (c/fwd)	(32,971)	(370,392)	(403,363)	(16,500)	(351,695)	(368,195)

Northern Ireland Housing Executive

Annex: Statement of Comprehensive Net Expenditure - split by service (cont'd) for the year ended 31 March 2025 - Unaudited

	Strategic Housing			Strategic Housing		
	Landlord	Authority	Total	Landlord	Authority	Total
	2025	2025	2025	2024	2024	2024
	£'000	£'000	£'000	£'000	£'000	£'000
Net Expenditure before Interest (b/fwd)	(32,971)	(370,392)	(403,363)	(16,500)	(351,695)	(368,195)
Interest Receivable	17,062	1,655	18,717	14,631	1,476	16,107
Financing Charges	(11,027)	(118)	(11,145)	(12,124)	(100)	(12,224)
Pension Financing Charges	3,010	786	3,796	566	156	722
Net Expenditure before taxation	(23,926)	(368,069)	(391,995)	(13,427)	(350,163)	(363,590)
Tax on ordinary activities	-	-	-	-	-	-
Net Expenditure after taxation	(23,926)	(368,069)	(391,995)	(13,427)	(350,163)	(363,590)

Northern Ireland Housing Executive
Statement of Financial Position split by service - Unaudited
as at 31 March 2025

	Landlord Services 2025 £'000	Strategic Housing Authority 2025 £'000	Total 2025 £'000	Landlord Services 2024 £'000	Strategic Housing Authority 2024 £'000	Total 2024 £'000
Non-current assets						
Property, Plant & Equipment						
- Operational	2,788,848	3,408	2,792,256	2,629,009	3,269	2,632,278
Property, Plant & Equipment						
- Non Operational	507	464	971	986	441	1,427
Intangible Assets	2,640		2,640	1,968	-	1,968
Right of Use Assets	3,851	2,396	6,247	5,134	3,825	8,959
Defined Pension Asset	-	-	-	61,088	16,723	77,811
Trade and other receivables	9,662	20,147	29,809	3,075	32,424	35,499
Total non-current assets	2,805,508	26,415	2,831,923	2,701,260	56,682	2,757,942
Current Assets						
Short Term Investments	287,700	-	287,700	292,000	-	292,000
Assets Classified as Held for Sale	1,271	-	1,271	2,247	-	2,247
Inventories	1,031	-	1,031	1,076	547	1,623
Trade and other receivables	27,833	37,697	65,530	31,862	33,045	64,907
Cash and cash equivalents	47,017	7,365	54,382	33,630	7,543	41,173
Intercompany balance	4,897	-	4,897	870	-	870
Total current assets	369,749	45,062	414,811	361,685	41,135	402,820
Total assets	3,175,257	71,477	3,246,734	3,062,945	97,817	3,160,762
Current Liabilities						
Trade and other payables	(132,433)	(116,233)	(248,666)	(100,856)	(75,548)	(176,404)
Provisions	(4,254)	(692)	(4,946)	(4,025)	(778)	(4,803)
Intercompany balance	-	(4,897)	(4,897)	-	(870)	(870)
Total current liabilities	(136,687)	(121,822)	(258,509)	(104,881)	(77,196)	(182,077)
Net Current Assets/(Liabilities)	233,062	(76,760)	156,302	256,804	(36,061)	220,743
Non-current assets less net current liabilities	3,038,570	(50,345)	2,988,225	2,958,064	20,621	2,978,685
Non-current liabilities						
Trade & other payables	(2,295)	(28,386)	(30,681)	(5,172)	(78,328)	(83,500)
Loans Outstanding	(85,351)	-	(85,351)	(96,724)	-	(96,724)
Provisions	(2,950)	-	(2,950)	(1,673)	-	(1,673)
Pension Liability	(4,699)	(1,226)	(5,925)	-	-	-
Total Non-current liabilities	(95,295)	(29,612)	(124,907)	(103,569)	(78,328)	(181,897)
Assets less Liabilities (C/Fwd)	2,943,275	(79,957)	2,863,318	2,854,495	(57,707)	2,796,788

Northern Ireland Housing Executive

Statement of Financial Position split by service (Continued) - Unaudited as at 31 March 2025

	Landlord Services 2025 £'000	Strategic Housing Authority 2025 £'000	Total 2025 £'000	Landlord Services 2024 £'000	Regional Services 2024 £'000	Total 2024 £'000
Assets less						
Liabilities (B/Fwd)	2,943,275	(79,957)	2,863,318	2,854,495	(57,707)	2,796,788
Taxpayers' Equity						
Statement of						
Comprehensive Net						
Expenditure Reserve	1,535,385	(81,499)	1,453,886	1,616,341	(59,112)	1,557,229
Revaluation Reserve	1,407,890	1,542	1,409,432	1,238,154	1,405	1,239,559
	2,943,275	(79,957)	2,863,318	2,854,495	(57,707)	2,796,788

Report of the Comptroller and Auditor General to the Northern Ireland Assembly.

Housing Benefit Expenditure

Introduction

1. The Northern Ireland Housing Executive (The Housing Executive) is comprised of two parts, a Quasi-Public Corporation and a Non Departmental Public Body (NDPB)¹, and is sponsored by the Department for Communities (the Department). The Housing Executive is the regional housing authority for Northern Ireland with a wide range of housing responsibilities including acting as a landlord for 83,000 dwellings.
2. I am required to report my opinion as to whether the financial statements give a true and fair view. I am also required to report my opinion on regularity, that is, whether in all material respects the expenditure and income have been applied for the purposes intended by the Northern Ireland Assembly (the Assembly) and the financial transactions conform to the authorities which govern them.

Explanation for Qualified Audit Opinion

3. This report sets out the reasons why I have qualified my regularity audit opinion on the Housing Executive's 2024-25 financial statements.
4. The Housing Executive spent £466.7 million on Housing Benefit during 2024-25. The level of over and underpayments due to fraud and error, deemed to be irregular, within this expenditure has been estimated to be £23.9 million. I consider this estimated level of fraud and error to be material by its value and nature, and have qualified my regularity audit opinion on this basis. Fraud and error in Housing Benefit expenditure has been a long-standing issue and the Housing Executive's accounts have received equivalent qualified audit opinions in previous years.
5. Housing Benefit is a means-tested benefit to help people on low income pay rent. While non-working age claimants can continue to avail of Housing Benefit, Housing Benefit is no longer open to new claimants of working age unless they reside in temporary or exempt supported accommodation. In the main, working age citizens must apply to obtain Universal Credit (UC). Further details on UC can be found in the Department's 2024-25 Annual Report and Accounts.
6. During 2024-25, Housing Benefit expenditure fell by £12.4 million to £466.7 million. This is largely because 15,611 working age Housing Benefit customers migrated to UC throughout the year. However, the full extent of this movement is offset by increases to the value of

¹ From 1 April 2014, following a review by the Office for National Statistics, the accounting classification of the Housing Executive changed. As a result, the Housing Executive comprises two accounting regimes - Landlord Services and functions have been re-classified as a Quasi-Public Corporation (which is similar to the previous designation for the entire organisation), while the Strategic Housing Authority (formerly Regional Services) and functions are now categorised as an NDPB. The main impact of the accounting reclassification is that the NDPB is, for accounting and budgeting purposes, more closely integrated with the sponsor department.

Housing Benefit transactions in 2024-25 due to increases in social sector rents (7.5% average) and Local Housing Allowance (33.9% average). Local Housing Allowance rates are set and used to work out Housing Benefit for customers living in the private rented sector. They had previously been frozen by government at the 2020-21 levels but were uplifted in 2024-25.

7. By the end of the 2024-25 financial year, the Department had completed the migration of those customers in receipt of Tax Credits with a legacy benefit. Throughout 2025-26, working age customers will continue to migrate to UC as follows:
- From **February 2025** - Income Support with Housing Benefit
 - From **March 2025** - Housing Benefit only
 - From **April 2025** - Job Seeker's Allowance and Housing Benefit
 - From **May 2025** - Employment and Support Allowance and Housing Benefit.

Arrangements for monitoring and reporting of fraud and error

8. The Department's Standards Assurance Unit (SAU) regularly monitors and provides estimates of the level of fraud and error within ongoing Housing Benefit claims. Fraud and error arises in different ways:
- **Customer fraud** - when customers deliberately seek to mislead the Housing Executive;
 - **Customer error** - when customers make inadvertent mistakes with no fraudulent intent; and
 - **Official error** - when Housing Benefit is paid incorrectly due to inaction, delay or a mistake by the Housing Executive or the Department².
9. The criteria used to determine entitlement to Housing Benefit, and the method used to calculate the amount due to be paid, are set out in legislation. Overpayments of Housing Benefit as a result of customer fraud, customer error or official error, and underpayments as a result of official error, are considered to be irregular as amounts are paid without entitlement and/or at a rate which differs from that specified in legislation. Underpayments due to customer error are not considered irregular as customers can decide not to claim benefits.

Results of the SAU's testing in 2024-25

10. To facilitate the production of financial statements as at the 31 March each year, the SAU reports for the calendar year are used. I consider there are no underlying factors which mean the error rate for the 2024 calendar year cannot be applied to the financial year 2024-25.
11. The SAU reviews are normally based on a sample of benefit claims and are therefore subject to a level of statistical sampling uncertainty, which is expressed as confidence intervals within which the true value of fraud or error lies. My staff examine the work undertaken by

² An official error can be attributed to the Housing Executive where the lead benefit on which Housing Benefit is awarded has caused the error. In such circumstances, the error from the lead benefit is also attributed to the underlying Housing Benefit transaction and included in the Housing Executive's official error measurement.

the SAU, and I am content that the results produced by the SAU remain a reasonable estimate of the total fraud and error in the Housing Benefit system.

12. Note 27 to the accounts (entitled 'Fraud and Error') details the estimated level of fraud and error, based on the SAU's work, in 2024 (see Table 1 below). This shows that the total amount of estimated irregular payments in 2024-25 was £23.9 million comprising:

- Overpayments due to customer fraud or error and official error of £21.7 million (4.6 per cent of Housing Benefit payments); and
- Underpayments due to official error of £2.2 million (0.5 per cent of Housing Benefit payments).

Table 1 – Estimated value of Housing Benefit over and underpayments by calendar year

	2020 £m	2021 £m	2022 £m	2023 £m	2024 £m
Calendar Year Spend*	529.8	506.4	474.8	468.7	471.2
Overpayments:					
Customer fraud	14.5	11.3	9.5	14.8	16.0
Customer error	6.0	4.7	1.2	2.2	0.3
Official error	3.1	0.9	1.3	3.8	5.4
Total Overpayments	23.6	16.9	12.0	20.8	21.7
As a % of Total Spend	4.5%	3.4%	2.5%	4.4%	4.6%
Underpayments:					
Official error	1.2	0.9	0.7	0.3	2.2
Total Underpayments	1.2	0.9	0.7	0.3	2.2
As a % of Total Spend	0.2%	0.2%	0.1%	0.1%	0.5%
Total Fraud and Error	24.8	17.8	12.7	21.1	23.9

Sources – Housing Executive Housing Benefit Financial Accuracy Official Error 2024 / Housing Benefit (Northern Ireland Housing Executive) Benefit Review (Customer Fraud and Customer Error) 2024

* This is the value of Housing Benefit transactions made during 2024, whereas the value of Housing Benefit transactions reported in the Housing Executive's financial statements, as stated at paragraph 6 above, is for all Housing Benefit expenditure incurred during 2024-25.

13. The total level of estimated Housing Benefit overpayments has increased again in 2024 to £21.7 million, with the proportion as a percentage of total Housing Benefit spend higher than that reported in 2020. This is largely due to increases in the values of estimated customer fraud and official error.
14. Estimated Housing Benefit overpayments due to customer fraud are at their highest level in recent years at £16.0 million. The Housing Executive told me the main reasons for overpayments in customer fraud is due to customers failing to report relevant changes of circumstances including:
- changes in savings/capital;
 - changes within their household; and
 - changes to their earned income.

15. In recent years, the Public Sector Fraud Authority has noted a greater propensity for fraud generally in society and this is potentially borne out in the results.
16. It is also notable that estimated Housing Benefit over and underpayments due to official error are at their highest levels of in recent years at £5.4 million and £2.2 million, respectively. The Housing Executive told me the main reasons for official error is due to officials from the Housing Executive or the Department failing to amend benefit payments for the following known incidents:
- changes to housing costs;
 - uprating of Housing Benefit; or
 - changes to a customer's income.
17. The estimated level of Housing Benefit fraud and error is concerning, particularly the absolute value of customer fraud and the increase in official error. The Housing Executive told me it remains committed to minimising error and maximising the detection of fraud and error. It will continue to work with the Department to carry out a range of data matches and compliance exercises designed to identify, prevent, and address fraud and error in the benefits system. In addition, it has highlighted that it will continue to focus on data cleansing exercises, as well as targeted staff training in relation to common areas of error.

Qualification of regularity opinion due to estimated level of fraud and error in Housing Benefit payments

18. In reaching the decision to qualify my audit opinion, I recognise that there is an inherent risk of fraud and error in the administration of a complex benefit system which makes it difficult for the Housing Executive to control the estimated rate of fraud and error.
19. Nevertheless, the estimated level of fraud and error in Housing Benefit expenditure remains material by both its value and nature at £23.9 million, and I consider this to be irregular as this expenditure has not been applied in accordance with the purposes intended by the Northern Ireland Assembly, and the underlying financial transactions do not conform to the authorities which govern them. Therefore, I have again qualified my regularity audit opinion for 2024-25 in this area.
20. I strongly recommend the Housing Executive continues to review the reasons for the increased levels of estimated fraud and error in the current year, and continues to undertake urgent actions to address the issues arising, including applying measures and working with partner bodies to remove fraud and error from Housing Benefit expenditure. Given uncertainty as to when migration to UC will conclude, it is recognised that the Housing Executive has been operating with a number of temporary staffing arrangements to deliver Housing Benefit services; however, it should continue to plan to stabilise structures within Housing Benefit and ensure there is a continued focus on staff training to help reduce official error.



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