



OUR PROMISE TO OUR COMMUNITIES

Draft Housing Executive Corporate Strategy
2025/26 – 2027/28

Housing
Executive

Ten Year Mission

Organisations often overestimate what can be achieved in the short term, and underestimate what can be done in the long term. At the NIHE, we believe that it is possible to transform public housing and housing services over the next decade, and the history of our organisation demonstrates that this can be done.

Our ambition for the next ten years is great.

However, we are aware of our starting point; that housing need has never been as high, Housing Executive stock has never been so aged, demand for our homes has never been so great and that health inequalities so wide. The NIHE has not built homes at scale for more than twenty five years. A generation from our peace agreement, our communities are too separate, and community cohesion is far from done. And coming at us is the existential threat of climate change.

But we are not daunted- in fact these challenges have galvanised us to look ten years ahead, and consider what is possible.

Our Mission

While it would be reasonable for a housing organisation to set a mission that is focused on housing output, 50 years of experience has taught us that housing is more than just numbers; the best housing drives societal change and progress. Sustainable housing systems drive sustainable development, and they work across government to transform services.

Our mission is to ensure that housing helps resolve some of our greatest challenges. Through good housing, we will help end health inequalities, prioritise early intervention and prevention, protect our communities from climate change, and drive sustainable economic growth.

Our ten-year vision is therefore focused on the people we serve; on their health, their wellbeing and their protection. Our ambition is to:

1. Build a generation of well-designed, low carbon homes to meet housing need, by regenerating communities. With the right powers, resource and infrastructure, NIHE as a public landlord, could build homes at scale. Making housing a true growth lever.
2. If granted revised powers to borrow, we could transform the condition of our existing stock; ensuring as many homes as possible meet the Commonly Adopted Standard in a decade, while ensuring our overall stock is an average SAP Band C by 2030. Driving skills and capacity across the construction industry.
3. Partner across government to put early intervention and prevention at the heart of our public services. Delivering genuine systems change, we will ensure that homelessness and housing need is identified and prevented at the earliest possible opportunity; preventing homelessness among care experienced young people, those with mental ill-health, those with addiction and people leaving prison.
4. Work to protect low-income households from the worst effects of climate change. Partnering across government, we will drive the adaptation of existing private sector stock, increase energy efficiency, and ensure their homes keep them healthy.

We will do this by being a trusted public body, rooted in public service, employing skilled and committed housing professionals, and dedicated to community investment and community cohesion.

Foreword

It has never been more important for public bodies to be trusted, to be visible to our communities, and to be focused not on themselves, but on their purpose.

For this reason, we have rooted our three year strategy in our promise to the communities we serve. Despite the turbulence of the world around us, and our financial challenges, we remain focused on delivering.

Our mission is to ensure that housing helps resolve some of our greatest challenges. Through good housing, we will end health inequalities, prioritise early intervention and prevention, protect our communities from climate change, and drive sustainable economic growth.

This three year strategy must set us on the right path towards our mission. In this document we have set out clearly and unambiguously the work that lies ahead.

This new strategy will help deliver the priorities in the draft Programme for Government 2024-2027, including the priority to “provide more social, affordable and sustainable housing”.

We cannot achieve this without our wonderful partners. Our tenants are ably represented through our Housing Community Network and the Central Housing Forum. Our statutory, voluntary and independent partners, and our Trade Union colleagues, work tirelessly with us to help us deliver our ambition, and we are very grateful to them. The Housing Council represents our local authority partners. The guidance and direction of the Minister for Communities and close working relationship with his officials remains crucial to our work.

Our colleagues, committed housing professionals, come to work every day to serve. Our work is impossible without their dedication.

We look forward to getting started.



NICOLE LAPPIN
Chair



GRAINIA LONG
Chief Executive

Our Vision and Values

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

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

Developing and delivering the Strategy

There are a number of factors that we take into consideration when developing our corporate strategy including the Programme for Government, Ministerial and Departmental Priorities, our statutory requirements and most importantly how we as, a Landlord at scale and a public body can best positively impact the lives of all our customers and tenants in a changing world.

As we seek to develop this strategy, we seek meaningful consultation with key internal and external stakeholders. Critically we have engaged with the Housing Community Network who advocate, champion for and support customers and communities and help shape our plans and inform decisions that impact the lives of tenants and customers. We will continue to engage with other key stakeholders as part of the consultation process including our Consultative Forum on Equality, the Rural Residents Forum and the Northern Ireland Housing Council.

This document outlines our initial thinking and direction of travel for the Housing Executive. Through the public consultation exercise we would like to refine and develop these plans further shaped by the people who benefit from our services, are impacted by our services and our delivery partners with whom we collaborate to ensure effective service delivery.

Delivering our Vision

In order to deliver our vision, we have developed a clear set of priorities and a mission for the next ten years. Our Corporate Strategy outlines our ambitions, priorities and five high level strategic objectives we will work tirelessly towards, in order to achieve our vision.

Whilst there are many challenges ahead, there are equally as many opportunities for us to develop, improve and innovate our services, policies and procedures to improve the lives of all our tenants, customers and communities.

How we get things done: our Promise to our communities

To our partners: The Housing Executive works hard to be an indispensable partner; we work to break down silos, and are always keen to share resources and take risks through partnership, in the best interests of our tenants, customers and communities.

To our people: We value your skills and your experience, and your commitment to the people we serve. Your professional development is important to us. We strive to ensure you are safe in the workplace, have fair pay, excellent terms and conditions and that you feel welcome, included and engaged. We are lucky to have you!

To our tenants: We are passionate about keeping you safe warm and dry in your home. We will invest your rental income with prudence and care, ensuring it delivers sound maintenance of your home, with works undertaken ‘right first time’.

To our customers: We will be visible, open and accessible. We will strive to ensure our services are seamless and easy, and deliver what you need. You will find us professional, fair, and we will always act with compassion.

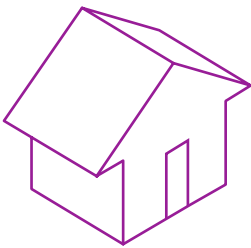
To our communities: We are here to serve you, equally. Regardless of your background, your tenure, your view of the world, our promise is to help you thrive.

Who we are and what we do

The Northern Ireland Housing Executive is the strategic housing authority and a public landlord at scale. Rooted in public service, and dedicated to improving the lives of our tenants and customers, and to helping our communities to thrive, this three year strategy will bring us closer to our mission to end housing-led health inequalities, protect our communities from the worst effects of climate change, drive sustainable economic growth and eradicate homelessness for good, by 2035.

The scale of our business

2023/2024 Landlord Services



83,000

We managed 83,000 social homes (approx)



1,406

ERDF retrofits delivered



£209m

spent in the maintenance and improvement of our stock



160,047

OUR HOMES

HOUSED 160,047 TENANTS

32,015 aged 15 years & under
44,574 aged 60 years old & over

7,557



Trees were planted



3,894

minor adaptations

27 major adaptations

We are the largest funder of domestic violence services in Northern Ireland



482,111

We answered over 482,111 phone calls to our offices

The scale of our business

2023/2024 Strategic Housing Authority



47,312

applicants on the **waiting list**



35,464

in **housing stress**

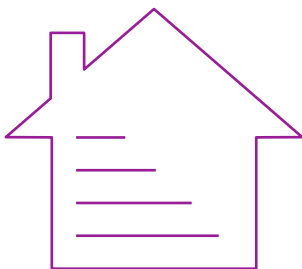


29,394

deemed to be **homeless**

£74.5m

Invested £74.5m on the **Supporting People Programme**



AFFORDABLE WARMTH

4,930

measures completed to **2,746 homes**

683



disabled facility grant projects completed at a value of **£11.9m**

1,403

new social homes completed



1,508

new social homes started as part of the Social Housing Development Programme



Provided housing assistance for Syrian, Afghan and Ukrainian **Refugee Programmes**



c.£473.29m paid out in **Housing Benefit**

Our Promise

Our strategy is a promise to our communities to focus on delivery, in their interests.

The strategy is launched at a time of turbulence, globally and locally. The effects of the global pandemic and resultant economic shock remain, and manifest themselves in our housing waiting lists, in demand for temporary accommodation, dramatically reduced public resources for new build social housing, capacity constraints in the construction industry, and lack of availability of skills.

However, as an organisation with a rich history of working in times of instability, we remain undaunted. We are committed to our ambition for the communities we serve. While focused on our ten year mission, over the lifetime of this three year strategy, our objectives are:

- 1. Ensuring the right homes are built in the right places**
- 2. Aligning our economic and environmental impact**
- 3. Regenerating and investing in communities**
- 4. Reducing housing-led health inequalities**
- 5. Drawing on the talent of our skilled housing professionals**

Delivering and Funding our Plans

This document sets out a series of programmes, which will deliver on these aims. Some of these programmes are dependent on policy change or public resource from government.

Across the wider public sector the demand for services outstrips the investment available. Given this backdrop, it is our priority to ensure that every penny of tenants rent that is collected is invested back into our landlord side of the business in a way that demonstrates value for money, provides opportunities, provides housing solutions and improves the homes and enhances the communities our tenants live within.

In recent years the wider public sector financial pressures have also reduced the impact and scale of delivery for a number of key programmes in our role as the Strategic Housing Authority.

However, whilst financial resources are limited, we are abundant in terms of skills, expertise and ambition, for both our staff, and also our delivery partners. We will not be constrained in our ambitions and we will flex and adapt to these challenges, make brave decisions and become an exemplar in terms of collaboration and innovation to deliver our goals.

All programmes will be incorporated into the Housing Executive's annual Business Plan, with resources attached, SMART targets associated, and a series of indicators to measure performance (KPIs). Each year, we will publish our business plans and report on and publish how well we have performed against these objectives in our Annual Report.

High Level Objective 1

1. Ensuring the Right Homes in the Right Places

Good housing is essential to our health and wellbeing. We want everybody to have access to social, affordable and sustainable housing that meets their needs within thriving and inclusive communities

As the strategic housing authority, and a public landlord at scale, the Housing Executive will work with the Department for Communities and housing associations to ensure the commissioning and building of new social housing, and will drive the development of multi-tenure developments across Northern Ireland. It will work to deliver a programme of revitalisation of the Housing Executive, which is dependent on amended powers to borrow against its rental income, and through a sustainable rental curve, enable it to build new homes. Furthermore, it will work with the Department for Communities and housing associations to deliver new build social housing.

Work Programmes:

- 1.1 Deliver a programme of revitalisation of the NIHE: borrowing from public sources to support new build public housing, with a modernized legal framework. This is dependent on change to borrowing powers and achieving agreement on a sustainable rental curve.
- 1.2 Scale up a programme of new build social housing including using Modern Methods of Construction (MMC) to deliver ultra-low carbon housing.
- 1.3 Through delivery of our Land Asset Management Strategy, enhance our role in the assembly of public land for housing.
- 1.4 Ensure the delivery of a programme of culturally sensitive accommodation for Travellers
- 1.5 Working with DfC, increase the range of housing products available in Northern Ireland, as part of an Executive – wide housing strategy.
- 1.6 Subject to approval, deliver a programme of property acquisitions and long-term leasing, to increase the Housing Executive’s portfolio of temporary accommodation.

High Level Objective 2

2. Aligning our Economic and Environmental Impact

The Housing Executive is a major economic driver, due to the scale of our investment. This not only helps to ensure that our tenants are living in comfortable, safe homes but also supports the local economy, sustaining jobs and critical supply chains. However, we also have a significant environmental impact and a commitment to decarbonize our stock in order to contribute to the targets set out in the Climate Change Act (Northern Ireland) 2022.

The natural environment is vital to everyone's health and wellbeing, both now and in the future and the decisions we take in this decade will have a material impact on Northern Ireland's progress in reducing its carbon emissions. In this three year period and beyond, the Housing Executive will align its economic and environmental impacts, so that we ensure the economic decisions we take drive sustainable development and enable us to meet our carbon reduction targets, progressing to a cleaner greener society including more sustainable homes, addressing fuel poverty and, with partners, reducing emissions within the residential sector. Through all this, we will work in partnership and aim to ensure a 'just transition'.

Work Programmes:

- 2.1 Deliver an investment programme (£ to be confirmed) over the next three years to maintain and improve the condition of our homes with a strategic focus on tenant satisfaction.
- 2.2 Developing strategic partnerships to ensure that the construction industry supply chain has the capacity to help us meet our investment requirement.
- 2.3 Ensuring our public procurement is lever for delivery, particularly in driving social value.
- 2.4 Through our Strategic Housing Authority role, deliver investment into private sector stock to support the journey to net zero and address fuel poverty.
- 2.5 Respond to the outworkings of the review of the Decent Homes Standard in Northern Ireland.
- 2.6 Meeting the draft Programme for Government commitment on a just transition, deliver the goals set out in the NIHE's Sustainable Development Strategy including retrofit housing to upgrade energy efficiency to an average SAP Band C by 2030, a reduction of 23%, (89,000 tons of CO₂) across our landlord and a 25% reduction in CO₂ across our other corporate. functions by 2030/31.
- 2.7 Establish a Centre of Excellence in Low Carbon House Building to give us the capacity we need to meet our new build and maintenance objectives.

High Level Objective 3

3. Regenerating and Investing in Communities

The Housing Executive is a truly local landlord, and its approach to housing management is to put tenants and communities at the heart of our work. Our work extends far beyond the traditional tenant-landlord relationship. We work and collaborate with key partners including the Housing Community Network, Councils and local government partners to regenerate and invest in communities to create vibrant, thriving and safe communities. We have high levels of customer satisfaction but we want to do more.

Over the next three years, our focus will be on increasing tenant satisfaction with our services, while reducing the waiting list for housing through the development of strategic sites, and regenerating communities. We will scale up our community investment work, with a strategic focus on race relations and community cohesion both within and between communities. We will create better opportunities for everyone by acting as a key public sector stakeholder, who, in collaboration with community groups will work to solve problems and shape services in local communities.

Work Programmes:

- 3.1 Invest (£ to be confirmed) in the management of our homes with a strategic focus on increasing tenant satisfaction.
- 3.2 Oversee the redevelopment of strategic sites, including Hope Street and Upper Long Streets in Belfast.
- 3.3 Deliver the next phase of our Tower Block action plan, with a focus on regeneration of communities and a commitment to new build, where this is supported by housing need
- 3.4 Invest (£ to be confirmed) in community investment to drive community cohesion and strengthen race relations.
- 3.5 Introduce a proactive approach to bring forward suitable areas for 'Housing For All' and consolidate the Housing For All investment to maximise the output of good relations, in a strategic approach.
- 3.6 Using an area based approach, deliver housing led regeneration with a community led focus that utilizes the collective assets of partner organisation including community planners, local development plans, housing associations and our placeshapers.
- 3.7 Collaborate and engage with communities to deliver our community focused strategies so that we engage, involve and empower our customers and maintain our land in ways that promote biodiversity and minimized our environmental impact.

High Level Objective 4

4. Reducing Housing-led Health Inequalities

Housing has a major role to play in reducing housing-led health inequalities. Good housing conditions prevent illnesses, promote independent living, reduce poverty, increase quality of life and help mitigate climate change. In this three year period, we will take a strategic approach to this issue; prioritizing early intervention and prevention, and putting in place the programme necessary to improve the health and wellbeing of people across Northern Ireland.

We will continue to focus on preventing homelessness, making it brief, rare and non-recurrent by working collaboratively, prioritising housing solutions for those most in need. We will bring forward a pilot programme that will support young people leaving care and help to prevent this group from the risk of homelessness. We will continue to prioritise housing support for vulnerable people across society through the commissioning of the Supporting People Programme across the four thematic areas of Older People, Younger People, Disability and Mental Health and Homelessness. We will maximise our impact through Grants in the private sector and major and adaptations, where appropriate, for our tenants. We will continue to deliver the Housing Benefit service to over 90,000 customers which plays a key role in supporting and sustaining tenancies.

As both a landlord and as the Strategic Housing Authority we will work to improve the condition and quality of homes across Northern Ireland and we will prioritise building and tenant safety through targeted programmes. Along with partners, we will aggregate our skills and expertise and align our thinking to develop a strategy that uses housing as a vehicle to end housing inequalities.

Work Programmes:

- 4.1 Deliver systems change with statutory partners to prevent homelessness, starting with Young People Leaving Care, through our 'New Foundations Programme'.
- 4.2 Scaling up our work to tackle chronic homelessness, through greater investment in the Complex Lives model.
- 4.3 Ensuring the safety of our tenants by investing (£ to be confirmed) in building safety
- 4.4 Delivering a strategic programme of interventions on damp and mould across our stock.
- 4.5 Scale up our Financial Inclusion Service to empower our tenants and customers to become more financially resilient.
- 4.6 Support the Department of Health and the Department for Communities in the strategic review of adaptations.
- 4.7 Developing the first Housing and Health Strategy for the Housing Executive in a generation to, along with our partners, address housing inequalities, pathways into housing, learning and sensory disabilities, and older peoples housing.
- 4.8 Improving health and housing outcomes for people with disabilities and mental ill-health, young people, older people and those experiencing homelessness, through the Supporting People Programme.

High Level Objective 5

5. Drawing on the talent of our skilled housing professionals

As an employer with circa 3,500 colleagues, our success is dependent on our ability to attract and sustain talent. Our commitment to our people is demonstrated in the priority this work affords, in this strategy and in our day to day work.

Since the launch of our People Strategy in 2021/22 we have made significant strides in becoming an employer of choice for all in Northern Ireland’s increasingly diverse community. We continue to recruit, invest in, develop and engage with our people as we seek to build on and draw on their talent so that we can continue to deliver high quality services to the community we serve.


We will continuously innovate and with our partners seek better ways of delivering for our customers in all that we do whilst ensuring value for money and good governance whilst meeting our statutory requirements.

Work Programmes:

- 5.1 Identify, develop and embed the required skills and working practices to deliver a programme of revitalisation
- 5.2 In conjunction with our partners, ensure the development of a range of future skills, including the development of green skills for residential buildings, delivering apprenticeships (number to be confirmed) while increasing female participation in the construction industry.
- 5.3 Improve our engagement score by 5% by 2028 ensuring a continued focus on the H&WB of our people and enabling all employees to fulfill their potential.
- 5.4 Implement our new Pay and Grading system in tandem with other reward strategies to ensure our people feel valued and recognised for their individual and collective contribution.
- 5.5 Deliver high quality public services, for our diverse community that we seek to reflect and serve.

To discuss or comment on this document,
or to request an alternative format,
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