



An Ghníomhaireacht
Tithíochta
The Housing Agency

The Housing Agency Statement of Strategy 2025-2029



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Foreword

The Agency's purpose is to accelerate housing supply, in partnership with our key stakeholders, by providing our expertise, support and resources to deliver high-quality homes in vibrant communities.

This is the Housing Agency's fifth Statement of Strategy since its establishment in 2012 and the first five-year plan. Building upon the considerable progress made in the past three years, targets for annual housing delivery are being revised upwards. This means that all of the Agency's stakeholders will be expected to deliver more housing at scale in the years ahead. It is critical that the Agency is well positioned to provide additional expertise, supports and resources to enable them to succeed.

Our Strategic Plan 2025-2029 has been informed by external and internal consultation on the key challenges facing the housing system and how these impact the priorities of the Agency. It is also informed by a Periodic Critical Review undertaken by the Department of Housing, which helped inform our focus on impact. The process also examined the achievements of the last strategy and how these could be built on. The housing sector today is confronted with a series of complex challenges. Population growth and increased urbanisation have intensified the demand for housing, far outstripping supply and leading to escalating property prices and rents. This disparity has made housing affordability

a critical issue, particularly for low and middle-income households.

While the Housing Agency continues to focus on the dual goals of increasing housing supply and improving affordability, it is also deeply interested in the communities and neighbourhoods that are being formed as a result. Sustainable and vibrant communities are inclusive and diverse, offering a range of appropriate housing options to accommodate various demographic and income levels. Good quality housing is central to achieving sustainable communities that endure in the longer term. The Agency is committed to ensuring that the housing provided today creates a positive legacy for the generations to come.

A particular challenge for the housing sector and for society in general is climate change. To address these challenges, The Housing Agency has developed a comprehensive sustainability strategy "Beyond Housing" and will support this Strategy Statement. The implementation of this strategy will assist sector capacity and awareness to accelerate positive environmental impacts in the delivery of sustainable housing communities.

Building on Achievements

This strategic plan provides an opportunity to build on the achievements of the Agency's previous strategies. Some of the key areas of impact of the Housing Agency include:

Being a Centre of Excellence for Housing Insights

The Agency acts as a Trusted Advisor to Government on housing-related matters. It does this by providing data, insights, information and housing know-how. These insights support policymaking and inform stakeholders in the housing system. We will continue to expand and develop capacity to underpin the Agency's significant role as being a centre of knowledge within the housing sector.

Supporting Social and Affordable Housing Delivery

The Agency has a core role in assisting delivery partners in the successful implementation of different Government schemes. The Agency has taken on additional schemes in the last number of years to increase the delivery of affordable housing for rent or purchase. We have also sought to bridge the viability gap to incentivise the development of apartments for home purchasers. We have worked closely with Local Authorities and AHBs to successfully deliver a significant increase in social and affordable homes.

Addressing Social Inclusion

The Agency has played a key role in ensuring people who face additional challenges in accessing and securing housing are integrated into overall housing delivery. The Agency's work has promoted the housing needs of people who experience homelessness, disabled people, older people and the Traveller community within housing provision by local authorities, AHBs and the private sector.

A significant achievement during the previous strategic period was the establishment of the Housing First National Office in the Agency to end long term homelessness for over 1,000 people to date.

In the next five years, we will work with our stakeholders to make sure that suitable and culturally appropriate homes are available in the places where people want to live, and that independent living is a choice available to people with additional needs in every neighbourhood.

Implementation of Remediation schemes

The Agency continues to provide expertise and support in relation to remediation schemes that have been approved by Government. The Agency has shown itself to be agile and has successfully supported the implementation of the Pyrite Remediation

Scheme on behalf of the Pyrite Resolution Board. This experience has prepared the Agency to deliver the much larger Enhanced Defective Concrete Blocks Grant Scheme and the Interim Scheme to Remediate Fire Safety Defects in Apartments and Duplexes. The latter is a precursor to a wider Apartment Defects scheme which is likely to require the support of the Agency.

The Agency's overarching organisational value is shaped by its commitment to 'focus on people'. This means prioritising the needs of the people we serve in communities throughout the country, delivering for our stakeholders in the housing system, and supporting the board and staff of the Agency.

Strategic Plan 2025-2029

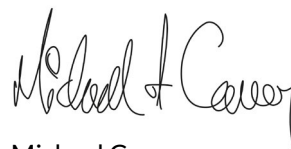
Over the period of this Strategic Plan, the Agency will continue to work to deliver the homes people need. Our activity will be structured under three themes:

- **Theme 1: Being a Centre for Housing Knowledge**
- **Theme 2: Addressing Housing Supply and Affordability**
- **Theme 3: Supporting the Creation of Sustainable and Inclusive Communities**

Further details on the objectives and how these themes will be delivered are outlined in this document. It is vital that each of these themes is supported by a continued focus on

organisational excellence. The Agency has grown significantly in recent years to reflect the increasing demands on our services. It is important that the organisational structures are in place to support this growth. Our staff and board members will be instrumental in the successful implementation of this strategic plan. We acknowledge their dedication and expertise and extend our thanks for their continued efforts.

Collaboration is at the heart of everything we do. In particular, we would like to acknowledge our ongoing collaboration with the Minister for Housing, Local Government and Heritage and Departmental colleagues; stakeholders in local authorities, AHBs, other state agencies, and the private sector; and those whose homes we have helped to provide or improve. We would also like to thank the Housing Agency Board members and staff and all those who have taken the time to contribute to the development of this Strategic Plan.



Michael Carey
Chairman

Who we are and what we do

The Housing and Sustainable Communities Agency (Housing Agency) was established in 2012 with the aim of working with and supporting Local Authorities (LAs), Approved Housing Bodies (AHBs), and the Department of Housing, Local Government and Heritage (DHLGH) in the delivery of housing and housing services by offering a broad base of shared and centralised services through practical, research, and technical expertise.

Core Activities Undertaken by the Housing Agency

We undertake a range of activities to support and deliver on various policies, schemes and programmes that aim to ensure better housing delivery for everyone. These include:

- Acting as a Trusted Adviser to Government on housing-related matters.
- Producing high quality housing insights and data to help inform policy makers and stakeholders.
- Supporting the delivery of Housing Supply.
- Implementing and advising on schemes to improve affordability and viability.
- Providing expertise and technical assistance in relation to remediation and building defects.
- Supporting innovation and facilitating implementation.
- Providing supports to promote sustainable and inclusive communities.



Being a Centre of Knowledge for Housing Insights

Provide high quality, targeted and timely housing data, assessments and evidence to inform decision making by Government, Local Authorities, AHBs and all stakeholders.

- Research and data.
- Economic analysis.
- Review and evaluation.
- Fund innovative housing-related research.
- Support policy development.



Addressing Housing Supply and Affordability

Co-ordinate the implementation of Government programmes and enable the delivery of housing solutions.

- Housing delivery.
- Technical assistance.
- Project management expertise.
- Scheme design.

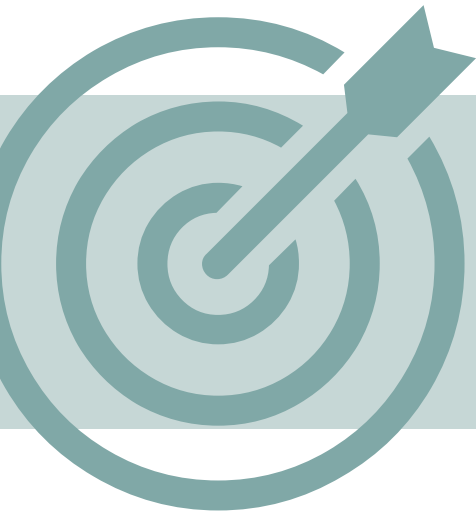


Providing Support and Capacity to Create Sustainable and Inclusive Communities

Support the sector in addressing various aspects of housing delivery and provision to ensure sustainable and inclusive communities.

- Social inclusion supports.
- Housing advisory services.
- Supporting Remediation Programmes
- Training and education.
- Guidance, toolkits, templates.
- Stakeholder engagement.

Vision, Purpose and Values



Vision

Delivering homes people need.



Purpose

To accelerate housing supply, in partnership with our key stakeholders, by providing our expertise, support and resources to deliver high-quality homes in vibrant communities.

In this strategic period, we will deliver our purpose in three ways.

The achievement of this purpose will be supported by a continued focus on organisational excellence.



Supported by Continued Focus on Organisational Excellence

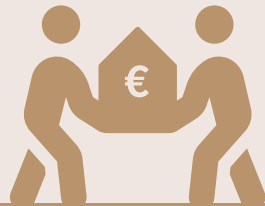
Values



The values of the Housing Agency set the standard for the way we work with our colleagues and our stakeholders. In this strategic period, we will continue to embed our values throughout the organisation to guide and inform everything we do.

We will place a particular focus on internal and external collaboration. We have placed people at the centre of everything we do to highlight the importance of our staff, our stakeholders, and the people we are working to support with housing needs.

Key Achievements during 2022-2024 period



Delivery

Establishing a new affordable housing segment within the housing market, supporting delivery of 20,600 affordable homes

- Supported the design of the national First Home Scheme for first time buyers and fresh starters
- Assessed 5,400 applications for Government backed mortgages under the Local Authority Home Loan scheme
- Approved funding applications for up to 5,600 local authority affordable purchase homes under Affordable Housing Fund
- Approved loans for 5,200 AHB Cost Rental homes under the Cost Rental Equity Loan.
- Assessed applications for 4,200 Cost Rental homes to be provided by LDA and private sector under the Secure Tenancy Affordable Rental investment scheme.

Increasing the supply of social housing through funding assessments, acquisitions and building expertise to support delivery of 21,697 social homes.

- 20,000 AHB homes recommended for funding
- 240 Acquisitions completed
- Supported over 73 AHBs housing projects and over 34 local authority housing projects through technical, and procurement supports
- Over 1,272 homes supported through land acquisitions and disposal
- Promoting the use of Modern Methods of Construction in Local authorities and AHBs

Insights

Providing central knowledge supports for policy makers

- Housing statistics presented centrally online and through Central Data Hub and Data insights series.
- Over 33 research studies undertaken
- Sustainable Communities promoted through policy supports, practical solutions, fora and events.

Supporting Housing Professionals through information, training and knowledge sharing

- Over 13,500 attendees at Housing Agency conferences, seminars and events
- Over 24,500 members of the public attended the Housing Unlocked exhibition in Trinity College Dublin
- Secured approval for a national Housing Apprenticeship Programme
- Funded 61 housing professionals to undertake Leadership and Housing courses
- Co-ordination of Communities of Practice groups to share and learn practical housing knowledge



Inclusion

Preventing family and youth homelessness, and ending long-term homelessness for single adults

- National Housing First Office established supporting over 1,000 tenancies.
- Supporting the Homeless Youth Strategy
- Mortgage to Rent – 821 households prevented from becoming homeless.
- Targeted Leasing Initiative - resulted in 194 household exits and preventions from homelessness in 2024

Supporting independent living for disabled people

- Development and shared implementation of the National Housing Strategy for Disabled People.

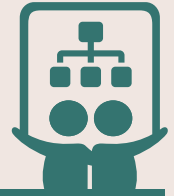
Promoting Age Friendly Housing

- Evaluation of Age Friendly Housing in Dublin City Council, preparation of Framework Toolkits.

Remediation

Providing centralised supports to remediation of defects in houses, apartments and duplexes:

- 540 homes remediated under Pyrite Remediation Scheme
- 930 assessments completed under Enhanced Defective Concrete Blocks Grant Scheme
- Supports to establish Apartment Defects Remediation Scheme
- Interim Fire Safety Scheme for Apartments and Duplexes



Organisational Excellence

Development of the Housing Agency to meet the growing mandate and numbers within the workforce, achievements include delivery of Leadership Programmes, Certifications as a Great Place to Work, awarded the Investors in Diversity Silver Award and Eco Merit certification recognising our efforts to reduce carbon emissions.





Where we live

TENURE TYPES

680,000 (Census '22)
Owned without Mortgage

531,000 (Census '22)
Owned with Mortgage

331,000 (Census '22)
Private Rented

150,000 (NOAC '23)
Rented from LA

80,000
Not Stated
(Census '22)

46,000 AHB
(RTB '24)

32,000 No Rent
(Census '22)

The Housing Agency has a particular focus on social and affordable housing, and vulnerable households such as people experiencing homelessness, in mortgage arrears, with a disability and homes requiring remediation.

The focus of our work

Focus on People

For Renters

Private, LA and ABH
= 527,000 households

- Supporting **Cost Rental** and **HAP**
- **Targeted initiatives** to maintain tenancies and acquire homes
- Supporting **Housing First** for homeless households
- Annual reporting of **social housing** waiting lists

For Owners

With mortgage
= 531,000 households

- **Improving standards** and **remediation** of homes
- Supporting those in arrears via **Mortgage to Rent**
- Supporting the **Affordable Purchase Scheme**
- Work on **Local Authority Loan** schemes
- Supporting bringing **Vacant Homes** back to use

For sustainable communities

- **Technical expertise** on the Built Environment
- Identifying **sustainable approaches** to provide new homes
- Promoting **social inclusion** and delivering homes for **specific needs**
- Supporting **new supply initiatives** and **activating land**

Our Skills



Knowledge, data and insights to inform stakeholders in the housing system



Credibility, reputation and trust
– key assets that help build alignment and deliver impact



A unique role in supporting, advising and enabling LAs and AHBs



Learning ability
– a unique competency that underpins our activities



Expertise, support and advice for key stakeholders in the housing system

Our Stakeholders



Our Strategic Themes and Objectives

The Agency's strategy is encapsulated under three broad themes, which are supported by a continued focus on Organisational excellence. There are overlaps between these broad themes and collaboration must be fostered and encouraged.



Theme 1: Being a Centre of Knowledge for Housing Insights

Goal

Support stakeholders and policy makers by providing innovative thinking through evidence-based housing insights and data.



Objectives

The specific objectives that will be pursued to achieve this include:

- Continue to be a respected leader on housing insights and innovation.
- Develop and share new thinking.
- Contribute to policy development.
- Inform the public discussion about housing in collaboration with stakeholders.
- Develop and promote appropriate evaluation mechanisms.

The key activities in this theme include:

Objective:	Continue to be a respected leader on housing insights and innovation
Activity:	<p>The Agency will continue to play a leading role in housing research and data analysis by:</p> <ul style="list-style-type: none">• Ongoing review of research priorities to ensure their strategic relevance as an evidence base for policy design and implementation.• Promoting the need for high quality data across the housing sector to help inform evidence-based policy making.• Promoting the central repository of data, research, and insights on the Irish housing system.• Providing economic analysis and insights on housing trends.• Undertaking a planned research programme including a mix of in-house and commissioned studies. Our research themes will include affordability, sustainability, and innovation.
Objective:	Develop and share new thinking
Activity:	<p>The Agency will fulfil its role as a centre of knowledge on housing insights by:</p> <ul style="list-style-type: none">• Drawing on both national and international best practices.• Providing high-quality content that stimulates discussion on housing supply, design and delivery models.• Continuing to align the Research Support Programme with the strategic objectives of the Housing Agency.• Providing a renewed focus on developing a shared understanding of sustainability and climate-related issues in relation to housing.• Sharing insights using a wide range of modern communication media methods.

Objective:	Contribute to policy development
Activity:	<p>The Agency will leverage the experience and data it gathers to inform and influence policy development by:</p> <ul style="list-style-type: none"> • Developing a range of position papers on relevant and significant housing issues. • Providing robust data and evidence-based insights to encourage a shared understanding of housing priorities among stakeholders. • Engaging extensively with stakeholders, identifying key learnings and possible solutions, and bringing these to the attention of policy makers. • Advising and providing feedback to policy makers from delivery partners as appropriate. • Considering all of Ireland’s future housing needs, both public and private.
Objective:	Inform public discussion about the housing system in collaboration with stakeholders
Activity:	<p>The Agency will enhance its role in informing policy makers, delivery partners and the wider public by:</p> <ul style="list-style-type: none"> • Representing the facts in relation to housing-related issues. • Engaging and informing the public about sustainable and inclusive communities, the range of housing options available and topical housing issues. • Participating in national, regional and sectoral fora, public events and conferences in order to contribute to the discussion of housing issues.
Objective:	Develop appropriate evaluation mechanisms
Activity:	<p>The Agency will assess and quantify the overall impact of housing programmes and schemes and explore potential improvements by:</p> <ul style="list-style-type: none"> • Promoting an evaluation culture in scheme design. • Undertaking and supporting robust evaluation of schemes and programmes.

Theme 2: Addressing Housing Supply and Affordability

Goal

Work in partnership with others to enable the delivery of sustainable and affordable housing solutions to meet current and future demands.



Objectives

The specific objectives to achieve this goal include:

- Support and enable increased social housing delivery.
- Support home ownership and improve affordability.
- Facilitate increased supply of affordable homes.
- Facilitate stakeholders to deliver their housing delivery action plans.
- Address vacancy and efficient use of existing stock.
- Respond to emerging issues on behalf of Government.

The key activities in this theme include:

Objective:	Support and enable increased social housing delivery
Activity:	<p>The Agency will provide supports and co-ordinate schemes and solutions to increase social housing delivery by:</p> <ul style="list-style-type: none">• Providing a central property sourcing and acquisitions service for Local Authorities and AHBs.• Implementing the management and strategic development of land owned by the Housing Agency, along with centrally acquiring strategic lands on a national basis under the Land Acquisitions fund.• Assessing funding applications and preparing contracts on behalf of AHBs in relation to the CALF scheme.• Continuing to co-ordinate the Mortgage to Rent Scheme.• Acting as an intermediary to facilitate the involvement of a range of delivery partners in local authority supply projects.
Objective:	Support home ownership and improve affordability
Activity:	<p>The Agency will play a key role in the development and implementation of affordable housing strategies and schemes by:</p> <ul style="list-style-type: none">• Supporting Cost Rental housing through schemes such as -Cost Rental Equity Loan (CREL) and Secure Tenancy Affordable Rental Scheme (STAR).• Managing the Croí Cónaithe (Cities) Fund, on behalf of DHLGH, to help unlock existing planning permissions for apartments.• Providing technical support to the Affordable Housing Fund (AHF).• Providing information and support to local authorities in the application of requirements under Part V.• Providing a national underwriting shared service for Local Authority Home Loans.

Objective:	Facilitate increased supply of affordable homes
Activity:	<p>The Agency will help increase the supply of new homes by:</p> <ul style="list-style-type: none"> • Continuing to strengthen collaboration with our partner agencies to achieve shared objectives in increasing new housing supply. • Collaborating with stakeholders to explore new strategies to grow the supply of private sector housing solutions.

Objective:	Facilitate stakeholders to deliver their housing delivery action plans
Activity:	<p>The Agency will provide various technical supports to AHBs and Local Authorities, aimed at supporting the achievement of delivery targets by:</p> <ul style="list-style-type: none"> • Undertaking feasibility assessments and capital appraisals. • Providing design services, including Architectural, Engineering and Quantity Surveying, across all stages of construction. • Providing (green) procurement, project management, cost control and contract administration supports. • Supporting quality control including building inspection. • Advising on other issues related to the built environment. • Promoting innovation in procurement and construction, including Modern Methods of Construction

Objective:	Address vacancy and efficient use of existing stock
Activity:	<p>The Agency will play a role in addressing vacancy issues through:</p> <ul style="list-style-type: none"> • Continuing to provide a support service advising Local Authorities on compulsory purchase of vacant properties. • Providing professional and technical services to assist in the proposed development of vacant properties. • Co-ordinate the Vacant Homes Officers' Network • Support the implementation of the Croí Cónaithe (Towns) Fund and the Repair and Lease scheme

Objective:	Respond to emerging issues on behalf of Government
Activity:	<p>The Agency will respond in a professional and agile way to new emerging issues faced by Government (as appropriate) by:</p> <ul style="list-style-type: none"> • Advising Government on scheme design, implementation and resourcing requirements. • Supporting Government on the implementation of the Report of the Housing Commission. • Providing technical inputs required for the establishment of new schemes or programmes. • Providing innovative interim solutions where required.

Theme 3: Supporting the creation of Sustainable and Inclusive Communities

Goal

Equip and support our stakeholders to respond quickly and effectively to challenges in providing housing solutions to create sustainable and inclusive communities.



Objectives

The specific objectives to achieve this include:

- Contribute to the eradication of homelessness.
- Support social inclusion policies in housing delivery.
- Support housing professionals as a community of practice and develop capacity in the system.
- Support implementation of policy in relation to remediation of Housing defects.

The key activities in this theme include:

Objective:

Contribute to the eradication of homelessness

Activity:

Through a number of central supports including the Housing First Programme, the Agency will further develop its role in eradicating homelessness in partnership with our stakeholders by:

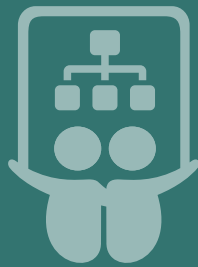
- Coordinating and driving a national, cross-government approach to Housing First.
- Supporting regional and local delivery of the Housing First programme.
- Overseeing performance on the achievement of agreed Housing First targets.
- Evaluating the processes used in implementing Housing First in Ireland.
- Applying the lessons from Housing First to support the delivery of solutions for those facing additional housing challenges.
- Supporting the implementation of the Youth Homelessness Strategy.

Objective:	Support social inclusion policies in housing delivery
Activity:	<p>Providing advice and best practice guidance to Local Authorities on implementing the social inclusion aspects of their Housing Delivery Action Plans and supporting the provision of appropriate, sustainable homes for people who face additional challenges in accessing and securing accommodation suitable to their needs is prioritised in every community by:</p> <ul style="list-style-type: none"> • Driving and co-ordinating the implementation of the National Housing Strategy for Disabled People 2022-2027. • Supporting Local Authorities and AHBs to develop and customise their implementation plans. • Working with Local Authorities to develop consistent and transparent access to public/social housing across the housing system. • Continuing to develop our understanding of housing options for an ageing population, including promoting awareness of Age Friendly housing. • Deepening our understanding of the diverse housing needs of vulnerable groups. • Fostering collaboration between AHBs and care and support organisations to provide a holistic response to the range of housing needs within our communities.
Objective:	Support housing professionals as a community of practice and develop capacity in the system
Activity:	<p>The Agency will help develop a strong community of professional practice across the Irish housing system, providing a framework of support, awareness, and training to those working in the sector by:</p> <ul style="list-style-type: none"> • Taking a lead role in facilitating housing practitioners and practice networks (including Housing Practitioners Forum, Vacant Homes Officers Network). • Bring together practitioners with environmental and social sustainability expertise to share practice. • Providing advice on Multi Unit Developments (MUDs) to stakeholders in the sector. • Collaborating with professional housing bodies. • Providing continuous learning and professional support to both housing practitioners and construction teams in local authorities and AHBs. • Promoting the expansion of the Apprenticeship Programme in partnership with other stakeholders.
Objective:	Support implementation of policy in relation to remediation of Housing defects
Activity:	<p>We will support the habitability of the existing housing stock by:</p> <ul style="list-style-type: none"> • Providing technical and delivery support to the Pyrite Remediation Scheme. • Administering an interim remediation scheme for the funding of emergency fire safety defect works in apartments and duplexes constructed between 1991 and 2013. • Advising on the design of the remediation scheme for Apartments and Duplexes constructed between 1991 and 2013. • Providing technical supports to Local Authorities on the implementation of the Enhanced Defective Concrete Blocks Grant Scheme.

Supported by Continued Focus on Organisational Excellence

Goal

The Housing Agency will focus on equipping itself with the capacity required to respond quickly and effectively to challenges in the housing system.



Objectives

To grow the Agency's capacity, capability, and agility to reflect the changing landscape in which it operates, and the broad spectrum of requirements assigned to it. A continued focus on organisational excellence will be crucial to achieving the various objectives across the three themes of the strategy. The specific objectives to ensure organisation capacity include:

- Ensure the organisation's operating model is appropriate for the purpose and organisational goals set out in this strategy.
- Support our People to deliver a professional and quality service to our stakeholders.
- Enable the Agency to operate to the highest levels of public sector governance.
- Become a sustainability focused organisation.

The key activities in this supporting theme include:

Objective:

Ensure the organisation's operating model is appropriate for the purpose and organisational goals set out in this strategy

Activity:

The Agency will have the capacity to deliver on this Strategy by:

- Ensuring that the organisation is appropriately resourced and configured to execute the range of roles and functions it undertakes to support the planning and delivery of housing systems.
- Developing our people to support them in managing their professional development and skills acquisitions as their careers progress in the Agency.
- Working actively with a targeted approach to foster equality, diversity and inclusion across the workplace.
- Providing opportunities and mechanisms to support cross-functional collaboration within the Agency.
- Establishing a Project Management Office to deliver collaborative working.

Objective:	Support our People to deliver a professional and quality service to our stakeholders
Activity:	<p>The Agency will support its people to deliver professional and quality service by:</p> <ul style="list-style-type: none"> ● Developing and implementing the HR People Strategy. ● Rolling out a leadership development programme. ● Identifying training and development opportunities/requirements. ● Exploring the potential opportunities for staff to gain shared learning from key stakeholders. ● Increasing the delivery of training and well-being supports. ● Continuing to consult with staff and actively seek feedback on how we can ensure the Agency is a great place to work. ● Providing a structured Induction programme to support new staff in joining the organisation and to enhance retention. ● Encouraging membership of professional organisations (where appropriate).
Objective:	Enable the Agency to operate to the highest levels of public sector governance
Activity:	<p>The Agency will ensure adherence to public sector governance best practice by:</p> <ul style="list-style-type: none"> ● Supporting the effectiveness of the Board and ensuring appropriate knowledge/skills are in place, Board procedures focused on adding value to work of the agency, engaging with stakeholders through Board Advisory Panels etc. ● Applying the Code of Practice for the Governance of State Bodies, including risk management and internal practices, procedures and controls. ● Ensuring sound financial management to deliver effective resource utilisation and achieve value for money. ● Complying with statutory obligations including the Public Sector Equality and Human Rights Duty. ● Develop a clear ICT strategy that future-proofs the organisation's needs. ● Building and developing the ICT infrastructure to support the Agency's agility and ability to support new schemes/programmes. ● Consider new smart and efficient ways of working, such as AI, which could be harnessed to benefit the work of the Agency.
Objective:	Become a sustainability focused organisation
Activity:	<p>Improve the Agency's sustainability credentials by:</p> <ul style="list-style-type: none"> ● Implementing the Agency's new Sustainability Strategy (2024) to ensure that we place sustainability at the centre of everything that we do. ● Designating responsibility for sustainability within the organisation to support the delivery of objectives in this area. ● Examining sustainability impacts across all areas of work of the Housing Agency. ● Upskill or recruit staff to lead on sustainability issues faced by our stakeholders.



Delivering on this Strategy and Measuring Performance

Programmes of Work

The Agency will deliver this strategy through the development and implementation of annual programmes of work. These will be documented in the annual Strategy Implementation Plan. These programmes will specify the actions and key performance indicators that will support the achievement of our objectives. KPIs will be designed in line with best practice approaches and will have associated 'stretch' but feasible targets. We will focus resources to deliver on our outcomes and in areas that will make the most significant impact.

Measuring Performance

Progress on the annual programmes of work that implement this strategy will be monitored using a range of qualitative and quantitative measures. The Board of the Agency and the Department of Housing, Local Government and Heritage (DHLGH) will assess our performance based on quarterly and annual reports. The Agency will agree an oversight and performance delivery agreement with the Department, which will form the basis of periodic reports on progress to the Minister.

A new focus on measurement outcomes, and not just activities, will form a key feature of performance monitoring in this strategy. This will include:

- Development of enhanced data on impacts.
- Collaboration with agencies in other countries in learning from experience in measuring outcomes.
- Examination of potential feasibility of utilising statistical modelling of the impact of our activities on housing delivery and affordability.

The Housing Agency

Statement of Strategy 2025 - 2029



Vision: Delivering homes people need

Purpose: To accelerate housing supply, in partnership with our key stakeholders, by providing our expertise, support and resources to deliver high-quality homes in vibrant communities.

Strategic Objectives:



Being a Centre of Knowledge for Housing Insights

- Be a respected leader on housing insights and innovation.
- Develop and share new thinking.
- Contribute to policy development.
- Inform the public discourse about the housing system in collaboration with stakeholders.
- Develop appropriate evaluation mechanisms.



Addressing Housing Supply and Affordability

- Increase social housing delivery.
- Support home ownership and improve affordability.
- Increase the supply of affordable homes.
- Facilitate stakeholders to deliver their housing delivery action plans.
- Address vacancy and efficient use of existing stock.
- Respond to emerging issues on behalf of Government.



Supporting the Creation of Sustainable and Inclusive Communities

- Contribute to the eradication of homelessness.
- Support social inclusion policies in housing delivery.
- Support housing professionals as a community of practice.
- Advise on remediation and standards.

Supported by Continued Focus on Organisational Excellence

- Ensure the organisation's operating model, structures and capacity support the implementation of the purpose and organisational goals of this strategy.
- Deliver a professional and quality service to the Agency's stakeholders.
- Enable the Agency to operate to the highest levels of public sector governance.
- Become a sustainability focused organisation.







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