



**An Ghníomhaireacht  
Tithíochta**  
The Housing Agency

# People Strategy 2025-2029



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## Introduction

This is the Housing Agency's first People Strategy. This comprehensive strategy aligns closely with the key objectives outlined in both the Housing Agency Statement of Strategy 2025-2029 and the Housing Agency Sustainability Strategy - Beyond Housing 2025-2029.

This strategy establishes a clear roadmap to support and develop our workforce, enabling us to achieve our mission of providing our expertise, support and resources to deliver high-quality homes in vibrant communities.

As the Housing Agency embarks on a new period to address housing supply, affordability, and sustainability, the role of our people is more critical than ever. Our employees are at the heart of everything we do, and this strategy underscores our commitment to fostering an inclusive and dynamic work environment where every individual can contribute to our shared vision.

We recognise that our success in tackling the challenges of the housing sector depends on a skilled, motivated, and agile workforce.

Through this strategy, we will focus on:

- **Supporting a diverse and inclusive workplace that reflects the stakeholders we serve.**
- **Encouraging professional growth and leadership development at all levels of the organisation.**
- **Listening to and acting on employee feedback to continually enhance the workplace experience.**

Our People Strategy is deeply rooted in our organisational culture, reflecting our shared values and beliefs. By aligning our strategic priorities with our culture, we ensure that every aspect of the employee experience reinforces the principles that make our organisation a Great Place to Work.




By implementing this People Strategy, The Housing Agency, in line with Public Sector Reform plans, is committed to building a strong, engaged workforce that is ready to meet the challenges and opportunities ahead. Together, we will create a sustainable foundation for both our workforce and the people we are working to support with housing needs.



# The Housing Agency's Statement of Strategy


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.

## 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.



Being a Centre of Knowledge for Housing Insights

Supporting the Creation of Sustainable and Inclusive Communities

Addressing Housing Supply and Affordability

Supported by Continued Focus on Organisational Excellence

8 Statement of Strategy 2025 - 2029

The Housing Agency





**Focus on Organisational Excellence**

Our People Strategy clearly sets out the actions required to support the implementation of The Housing Agency’s new Statement of Strategy, by equipping itself with the capacity required to respond quickly and effectively to challenges in the housing system. This will be achieved by growing 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 Statement of Strategy.





# Housing Agency People Strategy 2025-2029

Our People Strategy, with its central focus on people, will allow us to continue to embed our values throughout the organisation.



# Strategic Priorities and Actions

## 1. Attract and Retain Talent (Present and Future Needs)

### Goals:

- Ensure the Agency has the capacity and expertise required to meet the growing demand for its services.
- Ensure the Housing Agency remains an employer of choice by implementing effective recruitment and retention strategies.

### Key Actions:

- Develop and keep up to date a Workforce Plan that is aligned to the Agency's strategic objectives.
- Develop and implement a strong employer branding campaign, leveraging the Agency's Great Place to Work (GPTW) accreditation to highlight the Agency's commitment to its employees and their professional growth.
- Collaborate with universities and professional bodies to attract top talent.
- Provision of interview training and support for interview boards.
- Streamline the recruitment process to enhance candidate experience, ensuring it reflects the Agency's values of **Trust, Excellence, and Collaboration**.
- Keep the Agency's skills register up to date.
- Use data from the GPTW and other sources to regularly benchmark the Agency against industry standards to remain competitive.
- Establish clear career progression pathways, supported by transparent policies and regular performance reviews, including the development of a staff mobility policy.
- Use insights from the GPTW accreditation process to continuously improve employee satisfaction and retention.





**Metrics:**

- Time-to-hire and quality-of-hire.
- Retention rates and feedback from exit interviews for recently departed staff.
- Number of applications and successful candidates and panels created for all roles.

## 2. Develop a Culture of Continuous Learning and Development

**Goal:** Foster a culture of continuous learning.

**Key Actions:**

- Design and deliver a structured Learning and Development (L&D) programme, with a focus on technical, leadership, and soft skills development.
- Expand leadership programmes to develop future leaders, offering mentoring, coaching, and tailored training.
- Develop a competency framework for all roles, identifying critical skills and aligning training efforts.
- Implement a structured succession planning process to ensure continuity in key roles and support leadership development.
- Encourage knowledge-sharing through cross-departmental collaboration.
- Encourage membership of professional organisations.
- Use the PMDS to identify learning and development opportunities for all staff.

**Metrics:**

- Participation rates in training and development programmes.
- Internal promotion rates and leadership development outcomes.



### 3. Enhance Employee Engagement and Well-being

**Goal:** Create an environment where our people can grow and prosper.

#### Key Actions

- Organise regular town halls, surveys, and focus groups to gather employee feedback and implement actionable changes. Leverage feedback from the Great Place to Work survey to improve workplace satisfaction.
- Well-being Initiatives: Develop a Well-being Pledge to include access to well-being programme resources, continue to utilise flexible work arrangements such as Blended Working, and other health/EAP programmes.
- Feedback Mechanisms: Employee engagement through annual surveys, including GPTW

#### Metrics:

- Scores from annual employee engagement surveys.
- Participation rates in well-being initiatives.
- Feedback from exit interviews.

### 4. Foster a culture that supports Diversity, Equity and Inclusion (DEI)

**Goal:** Build a workplace that values diversity, promotes equity, and fosters inclusion.

#### Actions:

- Examine possible EDI accreditations and use EDI audits to identify areas for improvement.
- Create recruitment strategies aimed at increasing diversity across all levels of the organisation.
- Develop and encourage participation of our female staff in Women in Leadership programmes.



- Deliver DEI training for all employees, including Dignity at Work programmes
- Embed the Public Sector Duty in all aspects of our business.
- Collaborate with LIFT Ireland to strengthen leadership, culture, and values within the public sector and beyond.

**Metrics:**

- Diversity representation across grades and functions.
- Participation rates in DEI training programmes.
- Feedback from DEI-related employee surveys.
- DEI accreditations – Bronze, Silver & Gold Investors in Diversity.

## 5. 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.

**Actions:**

- Implement modern HR systems to streamline processes such as payroll, performance management, and employee self-service.
- Strengthen internal communication channels and provide regular updates from leadership.
- Promote team-building activities and initiatives to enhance cross-departmental collaboration.
- Encourage membership of professional organisations.

**Metrics:**

- Reduction in administrative processing times through system automation
- Increased reporting capability – data analytics.



- Employee satisfaction with communication and collaboration initiatives, insights obtained through surveys e.g. GPTW, Investors in Diversity.

## 6. Integrate Sustainability into Workforce Practices

### Goals

- Foster and nurture an innovative mindset within the organisation to equip staff to lead on sustainability initiatives.

### Key Actions

- Sustainability Training: Introduce training programmes to build understanding of sustainability's role in housing.
- Green Initiatives: Implement workplace policies that reduce carbon footprints, such as energy-efficient office practices and sustainable commuting incentives.
- Sustainability Roles: Explore options to recruit specialists to lead the Agency's sustainability efforts and integrate green principles into housing delivery.

### Metrics:

- Employee awareness and participation in sustainability programmes by department.
- Reduction in workplace carbon footprint.

## Reporting on Impact

Reporting on the impact of the People Strategy for the Housing Agency will be directed to key stakeholders who are responsible for oversight, decision-making, and alignment with organisational goals. These include;

- Senior Management Team – to ensure alignment with the strategic vision and overall priorities of the organisation.



- Board of the Housing Agency – to provide accountability to the governing body responsible for the Agency's performance.
- Internal stakeholders – we will share insights with managers and team leaders to ensure the strategy impacts employees at all levels.
- External stakeholders – we will report progress to external stakeholders, including the Department of Housing, to demonstrate alignment with sector-wide goals and maintain accountability.

## Conclusion

This People Strategy 2025–2029 positions the Housing Agency to attract, develop, and retain the staff needed to deliver on its strategic objectives. By embedding a people-first approach and leveraging the strengths recognised by our "Great Place to Work" accreditation and other staff engagement activities, the Agency will build an agile, inclusive, and high-performing workforce that can address the challenges in the housing sector.

This People Strategy is deeply aligned with our mission and vision to deliver high-quality homes and create vibrant communities. By prioritising people, we ensure that our values are reflected in every aspect of our operations. Additional information on the Housing Agency's Statement of Strategy 2025-20059 and Sustainability Strategy 2025-2029 can be found on our website [Publications | The Housing Agency](#)



## Key Activities

Year	Focus Areas	Key Activities
2025	Developing the Workforce, DEI, Well-being	Launch leadership development and structured induction programmes. Implement DEI audit and training. Develop Well-being Pledge and expand well-being initiatives, including mental health resources and flexible work arrangements. Develop mobility policy. Initiate employee feedback mechanisms (e.g., surveys, town halls).
2026	Training, Engagement	Fully implement modern HR IT systems (e.g., payroll, performance management). Develop training programmes focusing on technical, leadership, and soft skills. Act on employee feedback to refine engagement strategies. Support diversity through unconscious bias training and inclusive leadership.
2027	Mid-Strategy Review, Sustainability, Well-being	Conduct a mid-point review of HR initiatives (DEI, training, retention). Roll out sustainability training to integrate Sustainability Strategy into operations. Expand well-being programmes with a focus on stress management and mental health support.
2028	Advanced Development, DEI, Communication	Launch mentoring and coaching programmes for future leaders. Refine DEI strategies using insights from employee surveys. Work with SMT and other key stakeholders to enhance internal communication systems to improve collaboration. Increase recruitment outreach to diversify the workforce.
2029	Evaluation, Transition	Conduct a comprehensive review of the HR People Strategy, focusing on metrics like retention, engagement, and DEI outcomes. Publish a final impact report, summarising achievements and lessons learned. Transition successful pilot programmes (e.g., sustainability training) into standard practices.





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