

# Corporate Plan

2017/18 - 2020/21



**Housing**  
Executive

# Welcome to the Housing Executive's Corporate Plan 2017/18 - 2020/21

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We can let you have a copy of the plans in a language that meets your needs and in different formats.

**Our Vision:** Everyone is able to live in an affordable and decent home, appropriate to their needs, in a safe and attractive place

**Our Values: Making a difference**

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.

**Fairness**

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.

**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.

**Our Strategic Themes:**



**PEOPLE**

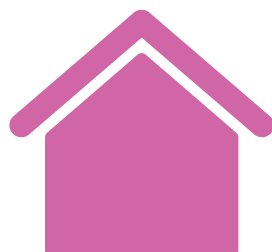
To provide housing solutions, services and support to the people of Northern Ireland.

**PROPERTY**

To ensure everyone has access to a quality home which is safe, affordable, warm and appropriate to their needs.

**PLACES**

To work with others to develop, maintain and sustain attractive, connected, healthy and economically active places.



## Foreword

# Delivering housing solutions and services for the people of Northern Ireland

Welcome to our new look Corporate Plan, which sets out our high level delivery plans for the next four years. This plan is a lot shorter than our previous publications and we hope that this easy to read format signposts you quickly to information that you need. To enable you to access further information we have included links to our strategies and research, and you will find these at the end of the document.

Even though we are working in uncertain times, we still have a wide remit of statutory duties that need to be delivered. Most importantly, we will continue to provide, as we have done for the past 46 years, great housing services for the people of Northern Ireland.

Moving forward in the current financial climate is not without its challenges, especially for our Regional Services business, which is almost entirely dependent on government grant. However, we have a 'can do' attitude and a reputation for getting things done, and we are proud of our staff who deliver these services year on year.

We have used four high level outcomes related to housing and other services to help to shape our plans. Outcomes are things that people can identify with, such as finding suitable accommodation or living in a sustainable community, and they are intended to guide our work over a longer period of time.

### **Our four outcomes are:**

1. Helping people find housing support and solutions;
2. Delivering better homes;
3. Fostering vibrant sustainable communities; and
4. Delivering quality public services.

We will continue to reach out to you, the customer, in innovative ways in order to improve your customer experience with us and to help us deliver even better services in the years ahead; in order to achieve this we will:

- Set out our commitment to customers in a new Customer Excellence Strategy 2017-2020 with a number of improvement strands, including increasing our digital services;
- Further develop our Housing Options service to help people to find housing support and solutions for their needs and prevent homelessness where possible;
- Support our tenants to sustain their tenancies, including the provision of financial inclusion information when required;
- Continue to implement our Social Enterprise Strategy;
- Pilot a digital inclusion project for tenants to help them to access services and provide facilities in our offices to help tenants to apply for Universal Credit on-line;
- Work with the Housing Community Network to shape our services for the future.

In each of the People, Property and Places sections of the plan we have set out some of the main drivers that help us to shape our work, a very brief overview of our extensive housing services and our four year high level action plans. Accompanying the plan will be annual business plans which set out, in more detail, the actions that will help us to deliver these outcomes, along with budgetary information. Our priorities include actions to help to achieve some of the draft

Programme for Government (PfG) targets and a number of Departmental Priorities, along with our own Key Performance Indicators.

Each year we will report on progress against the actions to assess if we are on track. At the end of each of the People, Property, and Places sections there is a 'How do we know we were successful' table and we will use this to measure our progress. This will help to shape each year's business plan. It may be necessary to publish addendums to this plan to respond to any changes over the next four years in, for example, the housing market or government policy.

We published the draft plan for consultation and we have taken account of many of the helpful comments made by consultees in preparing the final Corporate Plan. We will report back on the progress of the Plan.



**Professor Peter Roberts**  
Interim Chair

A handwritten signature in black ink, appearing to read 'Peter Roberts'.



**Clark Bailie**  
Chief Executive

A handwritten signature in black ink, appearing to read 'Clark Bailie'.

## Overview

### Delivering a range of housing services under one roof

Whilst the Housing Executive continues as a single statutory organisation, the work of Landlord and Regional Services are classified in different ways. Regional Services is now classified as a Non-Departmental Public Body (NDPB) and is funded almost entirely through government grant. Landlord Services is classified as a Quasi-Public corporation and is almost entirely funded, on the revenue account, through rental income. We have over 45 years’ experience in providing a wide range of housing services throughout Northern Ireland, employing over 3,000 staff.

Landlord Services are the largest social landlord in the UK managing around 85,900 homes in urban and rural areas throughout Northern Ireland. Many aspects of our performance are in the top quartile as measured by Housemark. In addition, we manage a commercial property portfolio of just over 400 units. Our main functions are tenancy and estate management; improving our properties; Homelessness Services; income collection; involving and listening to our residents; and our Community Safety, Cohesion, and Involvement Strategies.

Regional Services is the strategic enabling and delivery side of the business, providing services ranging from assessing housing need, managing the Social Housing Development Programme for new social homes with our Housing Association partners, Supporting People Services and Private Sector Grants. Alongside this we undertake an on-going 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. In addition, we are the Home Energy Conservation Authority for Northern Ireland. Regional Services work also links closely with councils, statutory bodies, agencies, and the wider community, through our statutory roles within Community Planning and Development Planning, which both aim to improve the well-being of an area, enhance community cohesion and the quality of life for local people.

We also have responsibility for administering a Housing Benefit service on behalf of the Department for Communities (DfC), and we administer the Affordable Warmth and Boiler Replacement schemes on behalf of DfC.



## Context

Our Corporate Plan is set over four years to 2020/2021 which is aligned to the draft Programme for Government timescales. A planning context helps us to direct our plans and programmes where they are most needed. We continue to carry out equality screening/impact assessment and rural proofing of our policies, consultation on our plans and strategies; and to develop policies in ways which will further promote equality of opportunity and Good Relations for the people of Northern Ireland.

We recognise that in setting out a plan for the medium term there are a number of uncertainties which may affect the delivery of some of our planned outcomes and some of these are set out below.

Welfare Reform has now been introduced in Northern Ireland and Universal Credit commenced on a phased basis from September 2017. We know that this may mean, in some instances, that people will make different housing choices based on affordability and we are working closely with the Department for Communities to understand how this may affect the dynamics of the housing market, such as changes in the size of accommodation required, in tenure choice, income collection, and the need for, and design of, new social homes, so that we can plan for the future.

'Brexit' negotiations and legislation are underway to align with the 29th March 2019 exit date and this brings a number of uncertainties for future planning, funding and the economy.

Despite all of the above uncertainty we will remain focussed on providing effective housing services to the people of Northern Ireland while recognising that, for the public sector, there will continue to be an emphasis on financial efficiencies. We will continue to examine how we carry out our services to ensure value for money. While the delivery of elements of the four year plan will be dependent on our levels of funding, income collection, and absence of an Assembly we will look for innovative ways to deliver services and indeed we see this as an opportunity to use our expertise, creating value for money services.

Some further details on funding our plans can be found on page 11 of this plan and in the accompanying one year business plans.

## Northern Ireland's Housing Market

Trends are important indicators for planning future housing and service requirements. The population of Northern Ireland is increasing according to the figures from the 2011 Census. There are now around 1.81 million people, an increase of 125,600 (7.5%) on the last Census results (2001). However, the demographics have been changing over time and although the number of households grew from 628,400 to 703,300 the rate of growth slowed relative to the overall population. Households have become smaller from an average of 2.65 persons to an average of 2.54 persons and again this rate is slowing; there is an increase in the over 65s representing 15% of the population while the under 16s declined and now represent 21% of the population. The number of singles grew although again the rate has slowed and singles represent 28% of the population. It should be noted that there are geographical variations in trends. Population projections indicate a growing trend in singles and two person households.

Where and the type of tenure that people live in has changed over time as can be seen in the table below. This table shows the tenure of occupied stock with vacant properties shown separately. These vacancies can be in all tenures but were predominately in the Owner Occupied (60%) and Private Rented sectors (35%). The table illustrates the increase in the Private Rented Sector, which at 2016 now has a greater percentage of the market share than social housing. Details are shown in table 1.

<b>Table 1: Northern Ireland's dwelling stock (occupied and vacant) and tenure breakdown Source is the House Condition Survey 2016</b>				
<b>Stock</b>	<b>2001</b>	<b>2006</b>	<b>2011</b>	<b>2016</b>
Total Stock	647,500	705,000	760,000	780,000
Urban	434,600 (67%)	493,800 (70%)	490,600 (65%)	502,900 (65%)
Rural	212,900 (33%)	211,200 (30%)	269,400 (36%)	277,100 (36%)
<b>Tenure</b>	<b>2001</b>	<b>2006</b>	<b>2011</b>	<b>2016</b>
Owner Occupied	432,300 (67%)	468,900 (66.5%)	469,100 (61.7%)	494,700 (63.4%)
Private Rented and others	49,400 (7.6%)	80,900 (11.5%)	125,400 (16.5%)	136,000 (17.4%)
Housing Executive	116,000 (17.9%)	93,400 (13.3%)	85,900 (11.3%)	85,340 (10.9%)
Housing Association	17,900 (2.8%)	21,500 (3.1%)	24,800 (3.3%)	35,600 (4.6%)
Vacant	31,900 (4.9%)	40,300 (5.7%)	54,700 (7.2%)	28,500 (3.7%)

The state of the economy, at regional, national and global level, is one of the key determinants in any housing market. Developments in the economy influence local labour markets (and therefore household purchasing power) as well as impacting on the financial system and the propensity of banks and building societies to lend to potential home buyers and investors. The most recent analysis by the Economic Policy Centre at The University of Ulster (summer 2017) noted Northern Ireland's economic performance has been more positive than many had anticipated, given the wider context of change and uncertainty.

However, the University and other commentators observed that both the local and wider UK economies rely heavily on consumer spending as a driver of economic growth. With average earnings rising at a lower rate than inflation and many welfare benefits frozen, household purchasing power looks likely to remain under pressure in the medium term. In addition, although (claimant count) unemployment has fallen, there are indications of 'underemployment' (where people work fewer hours than they would wish, or at a level below which they are qualified) and the level of economic inactivity has increased. In a wider context of political uncertainty, the indicators suggest that there will be challenges ahead for local households.

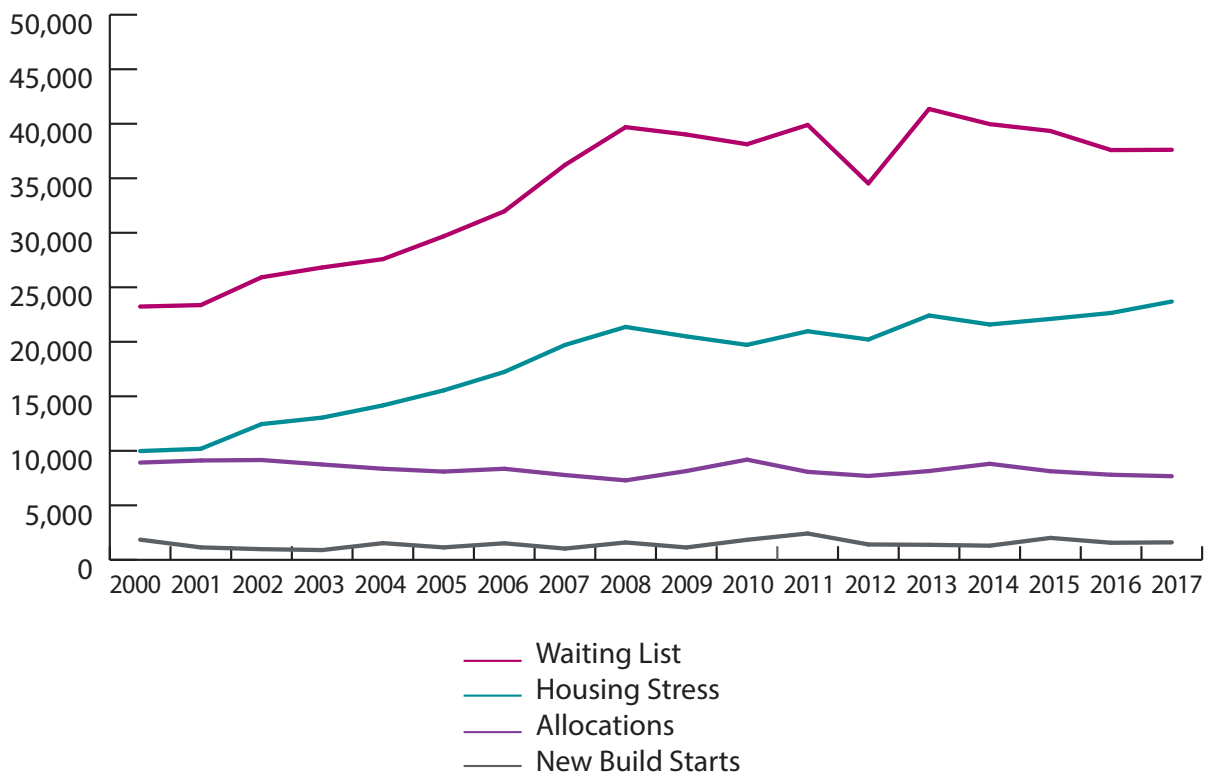


## Social Housing Need

The graph below shows the trend in the number of applicants registered on the waiting list and the number deemed to be in Housing Stress, at a point in time, and actual annual allocations at March 2017. While the number of people applying for housing is showing a decrease, the number in Housing Stress continues to rise while the number of allocations is showing a decreasing trend (Allocations are for both Housing Association and Housing Executive stock). The graph also includes social housing new build starts.

A large number of social homes were, in the past, sold to sitting tenants but this has slowed in recent years. Affordable housing has been affected firstly in relation to house price increases in the boom period, and more recently as a result of the difficulty in securing a deposit and mortgage.

**Social Housing W/List, Housing Stress, Allocations & Starts**



The draft Programme for Government sets out actions to help to **‘turn the curve’** of applicants in Housing Stress. These actions include increasing the number of new social and affordable homes being built; bringing more empty homes back into use; ensuring that housing is good quality; helping people to access affordable housing; meeting the needs of the most vulnerable, and work to increase integration. A fundamental review of allocations is being undertaken by the Department for Communities and consultation closed at the end of December 2017. Other changes such as The Office for National Statistics (ONS) reclassification of Registered Social Housing Providers (Sept 2016) as public bodies could have implications for the number of new homes that can be built using public funds (as currently Housing Associations are able to lever in some private finance); and on the compulsory right to buy scheme. The Department for Communities currently has a derogation in place to allow Housing Associations to continue to operate as before, until further consideration is given to the implications of reclassification.



We have statutory duties under the Housing (NI) Order 1981, planning legislation and regional planning policy to identify housing need. To fulfil this function, we carry out an annual Social Housing Need Assessment (HNA) and Housing Market Analysis to determine the level of additional accommodation required to meet affordable housing need, including social housing general needs as indicated through the number of applicants registered on the waiting list. The continual monitoring of housing need is an important function as it allows us to plan and manage actions and programmes to meet affordable housing needs. Our HNA will not only inform the Programme for Government objective ‘Turning the Curve’ but will provide a clear view of the progress in meeting housing objectives.

Further details about the Programme for Government can be found in the delivery plan under indicators 8 and 48 which in turn feed into the outcomes ***‘8 – We care for others and we help those in need’*** and ***‘13 – We connect people and opportunities through our infrastructure’***.

The Housing Executive is a named delivery partner tasked to help to deliver areas within our remit. These actions along with all of our high level key performance indicators (KPIs) are outlined in the People, Property and Places sections of this plan and details for year one 2017/18 can be found in the accompanying one year business plans.

## Funding the Plans

Whilst we remain a single organisation, for budgetary and accounting reclassification purposes there is now a dual reporting function where Landlord Services and Regional Services are regarded as separate business entities.

**Landlord Services** is almost entirely funded, on the revenue account, through rental income and is classified as a quasi-Public Corporation and receives only limited funding from government. Thus there must be an even greater focus on ensuring effective collection and management of rental income as this determines our ability to deliver services to tenants.

### Investing in our stock and services

It is extremely important that funding is available for investment in our stock. In 2014/15 Savills PLC carried out a stock condition survey of our dwellings. The survey indicated that the stock meets the Fitness Standard, with 99.23% meeting the Decent Homes Standard.

However, it found significant backlogs in some work and indicated that £6.7 billion (at 2015 prices), would need to be invested over the next 30 years in our housing stock (and other built assets) in order to achieve and maintain a new investment standard - the Commonly Adopted Standard, that reflects modern social housing practice. The survey's findings and Savills' associated work on asset performance were used to prepare a new Asset Management Strategy that was approved by the then Department for Social Development Minister in February 2016.

However, this strategy - in particular, the achievement and maintenance of the Commonly Adopted Standard - was predicated on future funding for stock investment being significantly improved via the Social Housing Reform Programme. Unfortunately, with continued uncertainty over the latter and no rent increase since 2015/16, our funding position has declined and we are currently projecting a shortfall of around £1 billion against stock investment needs over the 10 year period from 2018/19. At the same time the projected investment requirement of £6.7 billion in 2015 has recently been updated to £7.1 billion (at 2018 prices). We are therefore, continuing to project a shortfall of around £1 billion against stock investment needs over the 10 year period from 2018/19.

Our financial modelling, carried out on the basis of a sustained rent freeze, indicates a scenario where the projected funding availability would allow us to maintain 44,000 properties – just over half of our current portfolio – to the Commonly Adopted Standard over the 10 year period of our new Investment Plan. This is applying the principles of the Asset Management Strategy (approved by the Minister in February 2016) which would direct these limited funds to the best performing properties in the Housing Executive's stock. In such a scenario no investment other than essential health and safety works and response maintenance would be directed at the rest of the portfolio. Such disinvestment would start in the worst performing stock, including large estates of non-traditional construction, many of which are very popular. After a period of time, we would face the difficult decision of which properties we should take out of use as they would not be considered suitable for letting at the cessation of tenancies, which will have an effect on those on the waiting list in Housing Stress waiting to be housed.

As a consequence of the above, we have reviewed our Asset Management Strategy and the Department for Communities has approved a revised approach to investing in our stock over the next three years in order to ensure that our investment plan is directed at optimising the level of lettable stock available to help address rising housing need. However, this is essentially a short term measure and the imperative remains to bring forward a long term solution to funding the significant investment needs of our stock. The maintenance of our stock is vital to good housing management and sustaining vibrant communities, and is in keeping with PfG targets and Departmental priorities, and the implementation of strategies such as tenant engagement.

The revenue generated from rents not only supports the physical maintenance of our stock, but is also vital to maintaining vibrant communities. Good housing management requires investment in our communities, in keeping with PfG targets and Departmental priorities, and the implementation of strategies such as tenant engagement. There is already a substantial body of evidence which demonstrates the extent to which Housing Executive rents have fallen behind both Northern Ireland (i.e. housing associations) and UK benchmarks.

## Tower Blocks



Over the last few years we have been considering the future of our tower blocks. The blocks were constructed in the 1950s and 1960s and are, therefore, now approaching an age at which a considerable amount of work – an estimated investment of over £300 million - would be needed to keep and maintain them over the next 30 years. This is a very significant financial commitment given the significant shortfall we are projecting in the funding required for investment in all of our stock. In addition, in some locations the blocks are no longer meeting the communities' housing needs and there are high levels of turnover and under-occupation.

We believe, therefore, that this money would be better spent on replacing the tower blocks with new accommodation that would better meet the needs of residents, applicants and neighbourhoods. Consequently, we are proposing that over a period of time the Housing Executive will no longer use tower blocks for housing, and we have developed a draft long term action plan setting out how we would intend to do this. At present we would propose to address all of our blocks in three phases: Phase 1 – up to 5 years; Phase 2 – between 6 and 10 years; and Phase 3 – over 10 years. These timescales are determined by the opportunities that are or will be available to re-house residents and clear the blocks.

We have commenced a detailed consultation exercise on our proposals with residents, owners, community representatives and elected representatives, and once we have completed this exercise we will prepare a final action plan for approval.

When looking at improving our stock we think that it is essential that consideration is given as to how financial support can be provided to private home owners in Housing Executive estates to allow stock improvement programmes to be implemented in a reasonable and efficient way.

While our principal focus over the short to medium term will be to ensure that our maintenance programmes are delivered, we believe there is a persuasive and attractive proposition to include a new build/re-provision component within our broader investment programme. This would help to address any provisioning requirements which may emerge from strategic option appraisals for some locations, and complements and supplements the Social Housing Development Programme. We will bring forward proposals for two pilot sites based on modern methods of construction.

We have built up a level of expertise in Landlord Services which could be utilised by others. Customers and other housing providers could avail of our services, offering better value for money. While we are unable to take this forward at the moment, we feel that there is a business innovation opportunity which could generate an income stream and be re-invested into existing housing services. With an expanded role we could enhance a range of services for example, the authority to set up joint ventures, provide furnished tenancies, charge for services such as maintenance services and housing management services to housing associations and private landlords. We will explore with our departmental colleagues how it might be possible to utilise these services in the future.

In contrast, **Regional Services** is now classified as a Non Departmental Public Body (NDPB) and is funded almost entirely through government grant. This means that it is subject to the more stringent budgetary and reporting controls placed on a Non Departmental Public Body within the central government funding structure, applied to both the Departmental Expenditure Limit (DEL) and Annually Managed Expenditure (AME). Further budget reductions will have implications for the delivery of some of our services. The draft PfG includes a delivery target for new social homes to 2021 however, this and some other targets will be subject to budget allocation.

There are ways that we could improve services delivered through the regional side of the business to the public such as a more flexible grant system which would create a single platform for grant administration improving customer service and reducing administrative costs. The aim is to ensure that grants programmes can be easily delivered, allowing us to increase the volume to reflect the needs of an ageing population. There are currently some obstacles to achieving this alongside significant changes to the current technology. However, our aim is to deliver better public services and we will work with others to investigate ways to improve services for our customers. It also has the potential to allow efficient implementation of improvements to the full stock in our estates (as mentioned for Housing Executive stock- see previous comment under Landlord improvements).

To help us to deliver our services for future years we have developed a medium to long term efficiency plan. This includes looking at our portfolio of accommodation to ensure that where efficiencies can be made, they are. Work continues on digital services and engagement, a medium term programme, so that our customers will be able to access services on-line at a time that is suitable for them.

## **Social Housing Reform Programme**

In tandem with our efforts to optimise investment in the context of limited income, as set out above, we will continue to support the Social Housing Reform Programme's work to provide a sustainable future for its portfolio of social housing.

# PEOPLE





**Our People purpose statement is:**

“To provide housing solutions, services and support to the people of Northern Ireland.”

People have different housing requirements and are looking for suitable housing solutions to meet their needs. These can range from the need for social and affordable housing options to supported living accommodation, or ways in which they can remain in their own home when a situation presents that a home needs to be adapted. Others find themselves in challenging or potentially vulnerable circumstances such as facing homelessness and we offer a range of housing services to help deal with the differing housing needs of our customers.

It is important to look at the changing needs of society when planning our future services and some of these drivers are illustrated below. With an ageing population, it is important to look at the services and housing provision that will need to be provided for the future. We will investigate the service needs for the future needs of our customers and bring forward an Older People’s Strategy.

We are a named Children’s Authority under the Children’s Services Co-operation Act Northern Ireland 2015. The Children’s Services Co-operation Act was introduced in December 2015 to improve co-operation amongst Departments and a wide range of public bodies as they deliver services aimed at improving the well-being of children and young people.

 <p>The number of people in Housing Stress on the waiting list for social housing has been increasing, including those deemed to be homeless.</p>	 <p>Demographic changes are important for future service delivery. Population predictions suggest that in N.I. there is an ageing population; smaller household sizes, and an increase in single households.</p>
 <p>People want to live independently in their communities.</p>	 <p>We need to do more with less as efficiency measures are applied to government agencies. Landlord Services <b>“want to make every pound of tenant rent count”</b></p>
<p>Welfare Reform has been introduced in Northern Ireland and Universal Credit commenced on a phased basis in the latter part of 2017. This may result in customers making different housing choices.</p> 	

## Our services under our People theme include the following:

- **Maintain a ‘first quartile’ Landlord Service** – We own a stock of around 85,900 properties and a commercial property portfolio of just over 400 units. We want to improve our services and retain our position of being a first quartile landlord. It is important that we manage scarce resources effectively to ensure value for money to provide better services for our customers. Our ‘Journey to Excellence’ work to redesign our customer facing services commenced full roll-in during the 2017/2018 business year;
- **Supporting People (SP)** funds housing related support services to a wide range of clients, many of whom have significant vulnerabilities. The SP budget is invested to support the work of statutory, voluntary and community organisations in providing the SP Programme. This work allows people to avail of supported living, helps people to remain in their own homes through the provision of floating support and includes support for Traveller accommodation. A review of Supporting People was carried out by the then Department for Social Development (now the Department for Communities) in November 2015. The report contained four objectives;
  - a) provide an overview of existing provision and current expenditure broken down by category of service, and an assessment of the extent to which needs are being adequately met;
  - b) evaluate the Supporting People policy and programme and the extent to which it has met its core aims in an economic, efficient and effective way since its launch in 2003;
  - c) consider whether an adequate strategic, legislative and administrative framework is in place for the efficient and effective delivery of the Supporting People policy and programme in future;
  - d) and where appropriate, make recommendations to improve the efficiency and effectiveness of the service.

The report contained 13 recommendations, many of which are the responsibility of the Housing Executive to administer. Details can be found on the Department for Communities’ website.

- **Homelessness** – During 2017 we published our new Homelessness Strategy ‘Ending Homelessness together’ to cover the period 2017 -2022. The strategy supports a multi-agency approach to tackling homelessness and recognises the importance of local service delivery and partnership working. We will carry out an annual assessment to track the progress of the Homelessness Strategy Action Plan;
- **Travellers**  
We have established a Director-led interdivisional committee to address Traveller issues, including the recommendations made by the Equality Commission in the Statement on Key Inequalities in Housing and by the Human Rights Commissioner following the recent investigation into Traveller Accommodation.
- **Private Sector Grants** – We provide a Grants service for the Private Sector however, we are currently only accepting applications for mandatory Disabled Facilities and Repair Grants. Discretionary renovation, Replacement and Home Repair Assistance grants are only available in exceptional circumstances;
- **Welfare Reform changes and our Housing Benefit Service** - We provide a service for claimants from the public and private sectors. Changes are taking place and Welfare Reform has been introduced in Northern Ireland. Universal Credit has been introduced, on a phased basis. For working age claimants an element of Housing Benefit will be paid through Universal Credit, which commenced in September 2017. This will have implications for our customers and



we are doing all that we can to give advice to help them with the transition. The change to Universal Credit means that we will not need the same level of staff to provide these services and we have planned for this reduction;

- **Helping people to sustain a tenancy.** Our Homelessness strategy aims to prevent homelessness and to support people to find suitable accommodation and support solutions as quickly as possible. We want to ensure that the support needs of customers are clearly identified at presentation stage and taken into consideration in the analysis of the range of appropriate solutions for the client resulting in a more sustainable tenancy from the outset. This will be part of our Housing Options service that will be provided once the roll-in of our new front line services are in place;
- **Research and customer feedback** - Providing services to meet our customers' needs is important to us and we carry out research on an annual basis including our Continuous Tenant Omnibus Survey and other targeted housing service research to help shape our services. Details can be found on our website. We listen to our customers and our tenant scrutiny panels have a say in how our services are delivered and shaped around their needs;
- **The development of an Accessible Housing Register (AHR).** Having information about accessible housing is a key enabler for people with a disability as it promotes independent living and social inclusion.

Our key outcomes under the People, Property and Places themes are shown in the tables at the end of each theme.

<b>People - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 1 - Helping people find housing support and solutions</b>					
Develop a new homelessness strategy 2017 -2022 with a core focus on prevention and sustainment as well as understanding and addressing chronic homelessness.	Deliver year one of the Homelessness Action Plan;	Deliver year two of the Homelessness Action Plan;  Carry out research and analysis on a set of Homelessness Statistics to inform future action and meaningful targets.  Our Housing Options service will capture information to help to understand the reasons for repeat Homeless presenters. This will be baselined.	Deliver year three of the Homelessness Action Plan;  Develop and implement a plan to reduce the number of repeat homeless presenters, where NIHE can have an influence.  A target will be set at the end of year 2, based on analysis, for years 3 and 4.	Deliver year four of the Homelessness Action Plan;  Continue to implement the plan to reduce the number of repeat homeless presenters where NIHE can have an influence.  Report on the number of repeat homeless presenters at the end of year 4 against the established baseline and analyse the result.  To reduce the average length of time in temporary accom from 40 weeks to 37 weeks.	<b>Housing Services</b>

<b>People - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 1 - Helping people find housing support and solutions</b>					
Deliver the Supporting People Programme	Maintain the proportion of SP Programme funding delivered through Floating Support (currently 15%).	Maintain/increase the proportion of SP funding delivered through Floating Support to 15% or £10m.  By Mar 2019 to have set the target for years 3 and 4 and by 2020 to have increased the % of Floating Support.	Increase the % of Floating Support to agreed target.	The % of Floating Support funding available to assist householders through the Supporting People Programme will have increased since Year 1.	<b>Strategic Partnerships</b>
Streamline the adaptations and disabled grants processes to reduce waiting times for housing adaptations and increase the provision of accessible homes.	Complete a review of our Landlord and Regional disabled adaptation processes.	<b>Grants Service</b> Establish a baseline for future service delivery Improvements - set process time targets for years 2 and 3 once baseline and direction has been agreed.	<b>Grants Service</b> Deliver service improvements.	<b>Grants Service</b> Reduce length of time taken to complete adaptations funded by disabled facilities grant.	<b>Private Sector Grants</b>

<b>People - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 1 - Helping people find housing support and solutions</b>					
Streamline the adaptations and disabled grants processes to reduce waiting times for housing adaptations and increase the provision of accessible homes.	<p>Complete a review of our Landlord and Regional disabled adaptation processes.</p> <p><b>NIHE stock –</b> Set a baseline for the length of time taken to complete major adaptations to NIHE stock and agree improvement targets for years 2 &amp; 3 to meet the year 4 target.</p>	<p><b>NIHE stock –</b> Meet the agreed target to improve processing times.</p>	<p><b>NIHE stock –</b> Meet the agreed target to improve processing times.</p>	<p><b>NIHE stock –</b> By 31 March 2021 to reduce length of time taken to complete Major Adaptation year on year from the baseline (set at end of year 1) and to have all Adaptations completed within 52 weeks or less.</p>	<b>Asset Management</b>
Sustaining Tenancies	<p>Set the baseline and report on the number of tenancies sustained over a 12 month period.</p> <p>Carry out a benchmarking exercise to determine a benchmark for this work.</p>	<p>Report the number of tenancies sustained for 1 year or more and analyse the reasons why tenancies ended as part of understanding the housing market. Set future target based on housing market analysis.</p>	<p>Report the number of tenancies sustained for 1 year or more and analyse the reasons why tenancies ended. Set future target based on housing market analysis.</p>	<p>Analyse the reasons why tenancies ended for housing market insight.</p>	<b>Housing Services</b>

<b>People - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 1 - Helping people find housing support and solutions</b>					
Social Housing Waiting List		Determine a baseline for length of time Applicants in Housing Stress are on the waiting list.	Analyse waiting list trends for future business planning purposes.	By 31 March 2021 to reduce the average waiting times for applicants in HS and homeless FDAs year on year from the baseline.	<b>Regional &amp; Housing Services</b>
Housing Support and Solutions Service				Undertake an evaluation of the housing solutions and support service.	<b>Housing Services</b>
<b>Outcome 4 - Delivering quality public services</b>					
Provide an efficient and effective social Landlord Service. N.B. Benchmarks change each year based on annual results.	Provide a 'First Quartile Landlord Service for our tenants, benchmarked against the Housemark standard.	Maintain a 'First Quartile Landlord Service for our tenants, benchmarked against the Housemark standards for Year 2.	Maintain a 'First Quartile Landlord Service for our tenants, benchmarked against the Housemark standards for Year 3.	To remain a top quartile performing social landlord against the Housemark standards for year 4.	<b>Housing Services</b>

<b>People - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 4 - Delivering quality public services</b>					
Ensure our financial resources are effectively managed.	Manage spend against budgets.	Manage spend against budgets.  We will explore with our departmental colleagues how it might be possible to utilise our services, in the future, in a commercial manner.  Review our Rent Scheme.	Manage spend against budgets.  Apply rent increases.	Manage spend against budgets.  Apply rent increases.	<b>All Divisions</b>  <b>Landlord and Regional Services</b>  <b>Housing Services</b>
Deliver an efficient Housing Benefit Service and manage the transition to Universal Credit to project timescales.	Provide Housing Benefit services in line with DfC key targets. UC commenced on a phased roll in from the September 2017.	Transition to Universal Credit.  Provide Housing Benefit services in line with DfC key timescale targets.	Transition to Universal Credit.  Provide Housing Benefit services in line with DfC key timescale targets.	Transition to Universal Credit.  Provide Housing benefit services in line with DfC key timescale targets.	<b>Finance Division</b>
Carry out Research to facilitate programmes and plans. Details on our latest research can be found at <a href="http://www.nihe.gov.uk/corporate/housing_research.htm">www.nihe.gov.uk/corporate/housing_research.htm</a>	Carry out Annual Research Programme incl. Grants and Energy Efficiency customer satisfaction.	Carry out Annual Research Programme and publish the results.	Carry out Annual Research Programme and publish the results.	Carry out Annual Research Programme and publish the results.	<b>Research Department</b>

<b>People - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 4 - Delivering quality public services</b>					
Provide opportunities for customers to engage with us in a number of ways.	Digital Engagement – increase the number of services that can be accessed digitally – Baseline and help our customers to become digitally included.  Publish our Customer Strategy 2017 -2020.	Define targets to increase the number of digital services that we offer to our customers so that they can self-serve at a time that suits them.  Deliver year 2 of our Customer Strategy.	Work to meet defined target to increase the number of digital services that we offer.  Deliver year 3 of our Customer Strategy.	Work to meet defined target to increase the number of digital services that we offer.  Get as many of our customers as possible online and digitally included by 2020.	<b>Corporate/ Cross Divisional</b>
IT Strategy		By the end of September 2018 to have substantially implemented IT Futures.	Deliver year 2 of the IT Strategy.	Deliver year 3 of the IT Strategy.	<b>IT Department</b>





# PROPERTY



## Our Property purpose statement is:

“To ensure everyone has access to a quality home which is safe, affordable, warm and appropriate to their needs.”

As previously stated, we have a wide remit of statutory duties including Identifying housing needs and developing plans to meet needs; identifying and reporting on housing conditions; and to consult with District Councils on our plans and programmes in their areas. The House Condition Report 2016 is available on our website.

Delivering a new build programme helps to address social housing need and each year we carry out housing need assessments and plan the new build programme which is delivered by Housing Associations. These new homes can include traditional two and three bedroom homes, apartments (including a percentage of one bedroom), supported living accommodation or homes for wheelchair users, based on our assessments.

Homes falling into disrepair or deemed to be unfit require interventions and we have a grants scheme, to help with this work. However, we are currently only accepting applications for mandatory Disabled Facilities and Repair grants. Discretionary Renovation, Replacement and Home Repair Assistance grants are only available in exceptional circumstances due to a reduction in grants funding.

We are a landlord providing over 85,900 social homes for rent across Northern Ireland which is provided in a variety of design, from the traditional three bedroom house through to multi storey apartments and labourers' cottages. To make sure that our homes are suitable for letting and to maximise the use of the stock to meet Housing Stress, we have developed a ten year investment strategy to continue to provide good quality homes to the Decent Homes Standard. However, as discussed earlier in the Plan we have reviewed our Asset Management Strategy and the Department for Communities has approved a revised approach to investing in our stock over the next three years in order to ensure that our investment plan is directed at optimising the level of lettable stock available to help address rising housing need. More details can be found on page 11.

The Housing Executive is the Home Energy Conservation Authority for Northern Ireland and in terms of our role, considerable progress has been made. Heating and insulation programmes have continued in Housing Executive stock and a major solar photovoltaic (PV) project has been completed.

For private sector stock, we implement DfC's Affordable Warmth Programme and continue to manage the Boiler Replacement Scheme. In addition, our Research Department is carrying out a cross tenure House Condition Survey, which will inform policy on housing generally and energy efficiency specifically over the next few years.



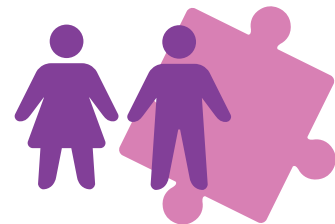
Demographic changes are important for future planning for new homes. Population predictions suggest that in N.I. there is an ageing population, smaller household sizes, and an increase in single households.

**Tenure changes**

Tenure choice has changed since 2001 and trends are important for future planning. Owner occupied is still the largest tenure (**63.4%**) but the Private Rented sector (**17.4%**) has overtaken social housing (**15.5%**) according to the House Condition Survey 2016 for occupied homes. Affordability was an issue with increasing house prices but is now more of an issue in relation to obtaining a mortgage and saving for a suitable deposit. There are also people in negative equity.

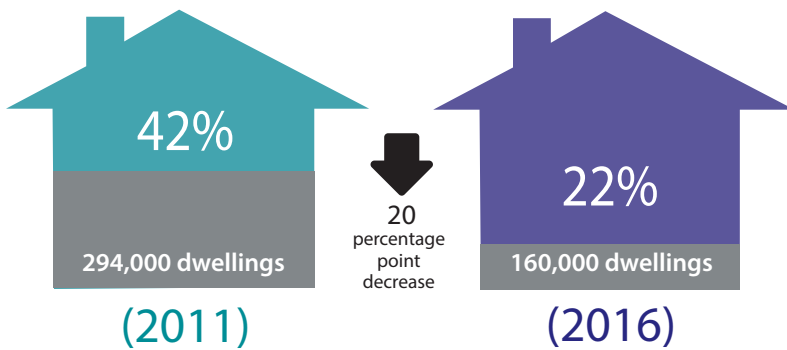
**Home Energy Conservation Authority (HECA):**

Fuel Poverty – In 2011 **42%** of households in NI were recorded as fuel poor but latest results show this has improved with **22%** of households recorded in 2016. A fuel poor household is defined when **10%** of its income is spent on all fuel to heat its home to an adequate standard of warmth. (HCS 2011)



Changes to benefits under Universal Credit may change tenure choice and the size of home that our customers require in the future.

**Fuel poverty under the 10% definition**



## **Our services under our Property theme include the following:**

- We carry out housing need assessments and develop a programme to deliver new social homes in areas of social housing need. Our Land and Regeneration Department undertake an assessment of our land holdings each year and surplus land is made available to help to deliver new social homes, or if surplus, sold for affordable or private sector homes;
- Our Grants Department also administers the Mandatory Repair Grants which help to alleviate unfitness due to disrepair in the Private Sector. Discretionary Renovation, Replacement and Home Repair Assistance grants are only available in exceptional circumstances due to a reduction in grant funding. Our Grants Department also carry out registrations and inspections of Houses in Multiple Occupation (HMOs) to ensure compliance with the HMO Standards however, this function is to be transferred to Councils during 2019;
- We have developed an investment plan to maintain the Housing Executive's housing stock and this includes examining the long term viability of some of our stock. Currently there is a small scale voluntary stock transfer programme in place to transfer around 2,000 homes to Housing Associations, subject to tenant vote, in order for investment to be made in these homes;
- Programmes to deliver planned maintenance to our stock focussing on providing new kitchens and bathrooms; rewiring of properties; new doors and windows; new heating installations and a programme of cyclical maintenance such as repairs and re- painting;
- New response maintenance contracts were awarded in 2016 and new ways of working are being embedded. We carry out response maintenance to timescales based on the priority of the work required. We also carry out cyclical health and safety compliance work such as ensuring every occupied home has a valid gas certificate as a result of an annual gas inspection;
- We are investigating modern methods of construction and have plans to develop two pilot schemes for new social housing as part of redeveloping our estates;
- Fuel poverty is a big issue in Northern Ireland and we have programmes to make homes in both the public and private sectors more energy efficient. Our energy efficiency advice services, in partnership with stakeholders, complement this work including a network of oil buying clubs, bringing the energy conservation message to schools, and advising tenants how best to conserve energy usage.

<b>Property - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 2 - Delivering Better Homes</b>					
Maintaining our stock to the Decent Homes Standard through our Planned, Cyclical, and Response Maintenance Programme	<p>NIHE stock - Complete all projects in the Interim Investment Plan.</p> <p>NIHE stock - Deliver our Planned Maintenance Programme.</p>	<p>Deliver year 1 of our Investment Plan.</p> <p>Procurement of new Planned Maintenance contracts to be awarded by 30/04/18 and implementation to have started by September 2018.</p>	Deliver year 2 of Investment Plan.	Deliver year 3 Investment Plan.  60,000 NIHE homes received major elemental improvements by 31 March 2021(subject to budget).	<b>Asset Management</b>
<p>Small Scale Voluntary Stock Transfer Programme.</p> <p>*Outline Business Cases</p>	<p>To have commenced Public consultation in Ballee with a view to carrying out the tenant vote in 2018/19.</p> <p>Have transfer briefs prepared for further four estates pending DfC approval of *OBCs.</p>	<p>Deliver the remainder of the stock transfer programme by March 2019 subject to tenant vote and Departmental consent.</p> <p>Carry out tenant vote for Ballee estate.</p>		NIHE will monitor investment plans as part of the transfer of 2,000 social homes by 31 March 2021.	<b>Asset Management</b>
Energy conservation	<p>Deliver the affordable Warmth Scheme;</p> <p>Develop a method for estimating SAP ratings in the Private Sector.</p>	<p>Deliver the affordable Warmth Scheme;</p> <p>Increase energy efficiency in the home - Using information from the SAP methodology targets are to be set for years 2, 3 and 4.</p>		Report the increase in SAP rating as a result of interventions, over the period of the Plan.	<b>Private Sector Grants</b>

<b>Property - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 2 - Delivering Better Homes</b>					
Grants for the Private Sector.	Approve Repair Grants based on Notices from Councils;  Continue our work registering and inspecting HMOs.	Continue our work registering and inspecting HMOs.	Function to be transferred to Councils.		<b>Private Sector Grants</b>
Increase the number of new social homes being built.	Start 1,750 new social homes (subject to budget) and complete 1,200 (subject to budget).  6% of New Build starts to be wheelchair accessible housing standard.	Increase the number of new social homes by managing the Social Housing Development Programme.  Increase the % of New Build starts to be wheelchair accessible standard.  Investigate Modern methods of construction.  Pilot NIHE new build.	Increase the number of new social homes by managing the Social Housing Development Programme.  Increase the % of New Build starts to be wheelchair accessible standard.	By 31 March 2021 to have provided additional new social home starts to deliver the PfG target.  To have provided 500 new units of wheelchair accessible housing as part of the SHDP over the PfG period.	<b>Land and Regeneration Services.</b>  <b>Land and Regeneration Services.</b>  <b>Asset Management</b>
Release more public sector land for housing development.	By 31 December 2017 to have scrutinised the NIHE Undeveloped Land Schedule (ULS) to identify sites suitable for housing development (of all tenures).				<b>Land and Regeneration Services</b>

<b>Property - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 2 - Delivering Better Homes</b>					
Release more public sector land for housing development.	By 31 March 2018 to have agreed a schedule of disposals over the PfG period, for those sites identified as suitable for housing development.	Identify NIHE development lands for release to develop for 150 social homes.	Identify NIHE development lands for release to develop for 150 social homes.	Identify NIHE Land and Regeneration Services development lands for release to develop for 150 social homes.	<b>Land and Regeneration Services</b>
<b>Outcome 4 - Delivering quality public services</b>					
Houses in Multiple Occupation to transfer to Councils	Prepare for transfer of this function to Councils.	Have in place an agreed process to be transfer ready by Dec 2018.  Functions are to be transferred to Councils.			<b>Private Sector Grants</b>
Energy Advice	To educate householders on preventative interventions for 7,000 customer enquiries for advice on energy efficiency enquiries.	Work with stakeholders to educate householders on preventative interventions for 7,000 customer enquiries.	Continue to work with stakeholders to educate householders on preventative interventions for 7,000 customer enquiries.	Continue to work with stakeholders to educate householders on preventative interventions for 7,000 customer enquiries.	<b>Sustainable Development Unit</b>

Property Outcomes	How will we know we were successful over the period of the Plan	Related Draft PfG Outcome
<p><b>3. Delivering Better Homes</b></p>	<ul style="list-style-type: none"> <li>• Our planned and cyclical maintenance programme has delivered beneficial improvements evidenced by the House Condition Survey results;</li> <li>• The Small Scale Voluntary Stock Transfer programme has delivered benefits to tenants in the event of a positive tenant vote;</li> <li>• We have delivered our response maintenance responsibilities and statutory health and safety work/checks to agreed timescales and our customer surveys will provide feedback on levels of satisfaction with this service;</li> <li>• Our new Energy Efficiency Strategy and delivery to 2021 will improve the SAP ratings(baselined at March 2018) of our properties and should benefit our tenants through reduction in heating costs, subject to budget;</li> <li>• Poor energy efficient homes in the Private Sector will benefit from interventions to increase thermal comfort as evidenced by an increase in the SAP rating;</li> <li>• An increased supply of new social homes (including homes for wheelchair users) helping to meet social housing need and reduce inequalities faced by people with disabilities, tracking the time that wheelchair users wait to be housed;</li> </ul>	<p>8 and 13</p>
<p><b>4. Delivering quality public services</b></p>	<ul style="list-style-type: none"> <li>• The Houses in Multiple Occupation function has been successfully transferred to councils with no loss of service;</li> <li>• A programme of energy efficiency visits will have been carried out to help educate people on ways to conserve energy.</li> </ul>	<p>11</p>



# PLACES






**Our Places purpose statement is:**

“To work with others to develop, maintain and sustain attractive, connected, healthy and economically active places.”

We have been working closely with communities since our inception and this remains a priority for us. The segregated nature of some of our estates prevents the best use being made of existing housing and land resources so, in certain areas we are curtailed in meeting housing need. Community cohesion depends ultimately on trust and safety and we will do all we can to help to build that trust and safety for our tenants.

Promoting Good Relations is a priority for us and we aim to build community confidence, increase awareness of, and respect for diversity, increase dialogues within and between communities and ensuring all our work is relevant and meeting real needs. Further information on the work that we do can be found on our website.

We know that Community safety is a quality of life issue which impacts on all of society, both collectively and individually and we are not complacent about the impact anti-social behaviour (ASB) can have on communities. If left unchecked, it can blight estates, destabilise communities and be a corrosive force within our neighbourhoods. We respond to all complaints of ASB using a range of tools at our disposal including enforcement, intervention and support services. Community mediation and restorative practices have also proved successful in building relationships and resolving conflict between households and communities.

 <p>The demography of Northern Ireland has been changing with Black and Minority Ethnic minorities (BME) living in towns and villages in all tenures, throughout Northern Ireland. However, it is difficult to predict how this will change with Brexit.</p>	
 <p><b>Peace Walls/interfaces:</b></p> <p>There are <b>88</b> walls, structures which have been built to protect communities along interfaces in Northern Ireland, <b>21</b> of which we own and are in our estates.</p>	<p>Research undertaken by Supporting Communities N.I. (SCNI) indicated that for every pound of investment in our estates there was a social return of <b>£8.00</b>.</p>
 <p><b>90%</b> of social housing residents in Northern Ireland live in single identity estates (<b>94%</b> in Belfast).</p>	
<p>Since our house sales scheme commenced in 1979 a number of properties are now in the owner occupied sector and our estates have become increasingly mixed tenure. There is some uncertainty regarding the future of this scheme due to the reclassification by the <b>Office for National Statistics</b>.</p>	

We are a designated member on all Policing and Community Safety Partnerships and are committed to delivering a positive difference to communities empowering them to develop local solutions to tackle crime, fear of crime and anti-social behaviour.

We are focused on delivering shared housing through a twin-track approach of shared new build schemes and the Shared Neighbourhood Programme. Our work is aligned with the objectives of the Together: Building a United Community strategy (TBUC) launched in 2013 by the Northern Ireland Executive. To date, 21 shared new build housing estates have been created and more than 150 existing communities have been trained and supported to bring together residents from all backgrounds, through our Shared Neighbourhood Programme. We also aim to improve community cohesion through the promotion of mixed tenure neighbourhoods. Mixed tenure housing development can provide a sense of belonging and enhance opportunities for everyone, by delivering shared access to local employment, retail, leisure amenities and social facilities.

We work in partnership with a number of statutory and voluntary agencies on cohesion and integration both in the public and private sectors.

We are a statutory partner, under the Local Government Act (Northern Ireland) 2014, for Community Planning and we have forged close relationships with Councils, recognising the value in collaborative working on areas of mutual interest in urban and rural areas across Northern Ireland. Community planning can lead to better quality services and more efficient use of resources which will be essential within the context of constrained public sector finances.

The Act requires each council to provide a framework within which councils, departments, statutory bodies and other relevant agencies and sectors can work together. Our Housing Investment Plans (HIPs) have been developed as a 'Comprehensive Conversation piece' for the housing sector, informed by a range of stakeholders. As the Strategic Housing Authority, we have prepared the HIPs to inform the community planning partnership on the housing market, housing needs, policy priorities and public sector investment proposals between 2015 and 2019. Each year we consult on our HIPs for each of the 11 council areas. More information on our 11 Housing Investment Plans can be found on our website.

In addition, as a statutory consultee in the development plan and development management processes, we work with councils and the Department of Infrastructure, to assist in the delivery of sustainable development, sustainable communities and positive place making.

Our 'Place Shaping' work enables the growth of mixed tenure neighbourhoods and mixed use developments through five key themes:

1. Designing and developing contemporary neighbourhoods;
2. Addressing dereliction and bringing empty homes (which ended in 2018) back into use in areas of Townscape Heritage;
3. Transferring our assets to local communities to foster social enterprise;
4. Maximising the use and value of our land assets; and
5. Creating opportunities to help to address social housing demand.

We also work to support the DfC's 'Building Successful Communities' programme through neighbourhood-based housing investment programmes and we also deliver the Department's Small Pockets of Deprivation (SPOD) programme to support 17 community groups to deliver localised programmes to support community priorities.



- (d) Develop our scrutiny framework and provide Value For Money (VFM);
  - (e) Continue to ask our Communities’ opinions on our service via our Continuous Tenant Omnibus Survey (CTOS) survey and other mediums;
  - (f) Continue to improve our communication for example: revising our language in the letters our customers receive and developing new ways of engaging in the digital age;
  - (g) Continue to develop our communities’ capacity to make improvements in Housing Executive business such as taking scrutiny to the next level in terms of training members and implementing outcomes right through to policy changes.
- Our Social Housing Enterprise Strategy 2015 -2018 aims to empower our social housing communities to tackle difficult issues which affect their quality of life. Social Enterprises are businesses, operating on a sound commercial footing, which return their profits to the communities within which they operate, and help build social capital and social value for the residents. The impacts of our social investments will help to transform local social housing communities, and the lives of the individuals and families within them, by increasing inward investment, creating new and innovative self-sustaining development opportunities, and improving life chances;
  - Working in partnership with Housing Associations to deliver the Government’s Together: Building United Communities strategy through the new build schemes in areas throughout Northern Ireland;
  - Our Land and Regeneration services carry out a range of actions to help to deliver housing in both the public and private sectors. This work helps to inform our 11 Housing Investment Plans and sets the context for working with Councils on Community Planning, in our role as a statutory partner. In addition, as a statutory consultee, we work in collaboration with Councils on their local development plans to provide mixed use, mixed tenure communities;



- We have a Rural Strategy and Action Plan entitled ‘Sustainable Rural Communities 2016 - 2020’ which sets out our contribution to sustaining our rural communities. We have long recognised the particular challenges, which can sometimes face people living in rural areas in terms of isolation, poor infrastructure and connectivity and difficulty in accessing services and support.

<b>Places - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 3 - Fostering vibrant sustainable communities</b>					
Community Cohesion Strategy	<p>Implement year 3 of the Community Cohesion Strategy which aims to:</p> <p>(a) Contribute to the creation of more stable, safer and cohesive neighbourhoods;</p> <p>(b) Work in partnership to address the complex housing needs of a divided society;</p> <p>(c) Respond to the needs of people in danger as a result of community conflict;</p> <p>(d) Work with communities to re-move/re-model interface barriers in Housing Executive ownership;</p> <p>(e) Facilitate mixed housing where it is practicable.</p>	Implement year 4 of the Community Cohesion Strategy.	Implement year 5 of the Community Cohesion Strategy. Build relationships in the community (BRIC) for 26 of our estates.	Complete the remodelling of 5 interface barriers in Housing Executive estates/ ownership.	<b>Housing Services</b>

<b>Places - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 3 - Fostering vibrant sustainable communities</b>					
Provision of an effective, professional Community Safety Service.	Develop the 2018-2023 Community Safety Strategy (subject to the availability of a DOJ strategy setting out the direction of travel).  Continue to provide a responsive, effective, professional Community Safety Service.	Develop the 2018-2023 Community Safety Strategy (subject to the availability of a DOJ strategy setting out the direction of travel).  Continue to provide a responsive, effective, professional Community Safety Service.	Continue to provide a responsive, effective, professional Community Safety Service.	Continue to provide a responsive, effective, professional Community Safety Service.	<b>Housing Services</b>
Community Involvement Strategy	Launch the 2017 – 2023 Community Involvement Strategy and Action Plan by February 2018.	Implement Year 1 of the Action Plan.	Implement Year 2 of the Action Plan.	Implement Year 3 of the Action Plan.	<b>Housing Services</b>
Social Enterprise Strategy	Implement the Social Housing Enterprise Strategy.	Continue to implement the Strategy.	Continue work on social enterprise.	Continue work on social enterprise.	<b>Housing Services</b>
Community Integration	Meet the Together: Building United Communities (TBUC) milestones.	Meet TBUC milestones.		Complete the delivery of 10 new shared neighbourhood schemes under TBUC.	<b>Housing Services &amp; Land and Regeneration Services</b>

<b>Places - Four year high level Corporate Business Plan</b>					
<b>High level Action</b>	<b>Year 1 2017/2018</b>	<b>Year 2 2018/2019</b>	<b>Year 3 2019/2020</b>	<b>Year 4 2020/2021</b>	<b>Lead Department</b>
<b>Outcome 3 - Fostering vibrant sustainable communities</b>					
Place Shaping	Continue with our Place Shaping and Regeneration work in collaboration with Councils on local Development Plans and Community Plans.	Continue with our Place Shaping and Regeneration work in collaboration with Councils on local Development Plan's, Plan Strategies and Community Plan Action Plans.	Continue with our Place Shaping and Regeneration work in collaboration with Councils on local Development Plan's Plan Strategies and Local Planning Policy and Community Plan Action Plans.	Continue with our Place Shaping and Regeneration work in collaboration with Councils on local Development Plan's. Local Planning Policy and Community Plan Action Plans.	<b>Land and Regeneration Services</b>
Rural Strategy	Deliver our Rural Strategy.	Deliver our Rural Strategy Action Plan.	Deliver our Rural Strategy Action Plan.	Deliver our Rural Strategy Action Plan.	<b>Land and Regeneration Services</b>
Identify housing need	Produce Annual Social Housing Need Assessments.	Produce Annual Social Housing Need Assessment and Review of Housing Market Area (HMA) Geographies.	Produce Annual Social Housing Need Assessment and HMA Reports.	Produce Annual Social Housing Need Assessment and HMA Reports.	<b>Land and Regeneration Services</b>



Places Outcomes	How will we know we were successful over the period of the Plan	Related Draft PfG Outcome
<p><b>5. Fostering vibrant sustainable communities</b></p>	<ul style="list-style-type: none"> <li>• We will report progress on our Community Cohesion Strategy detailing the success of the BRIC programme and interface removal or re-imaging;</li> <li>• Through our Community Involvement Strategy we will ensure that we listen to our customers and that they make a real difference to how we plan our services for the future;</li> <li>• Community Safety Strategy – Customer surveys are carried out by Customer Service Units to gauge satisfaction levels in relation to the provision of our Community Safety Service. This information is also used for benchmarking purposes;</li> <li>• Social Enterprise Strategy – Baseline and report on progress annually;</li> <li>• Facilitation of major regeneration schemes through our Place Shaping role developing mixed use/mixed tenure schemes;</li> <li>• The evaluation of our Rural Strategy shows the level of investment into Northern Ireland’s rural areas;</li> <li>• The number of successful schemes built under the ‘Together: Building United Communities’ scheme and the number of shared neighbourhood schemes;</li> <li>• Delivery of the Building Successful Communities actions attributed to NIHE.</li> </ul>	<p>8 and 13</p>

## Risk Management Strategy

We recognise that risk does not occur in isolation, nor is it something which can be assessed once and then left. For that reason we constantly horizon scan for new and emerging risks and continually assess the operating environment. In 2016 the Housing Executive undertook a review of its risk management strategy, policy and process. As part of an overall review of Risk Management our Board passed a new Risk Strategy in 2016 which was reviewed in 2017. The strategy outlines our five stage approach to risk management, as well as roles and responsibilities and our risk appetite. A copy of the full strategy is available on request.

### Risk Appetite:

In 2017 the Housing Executive Board, Audit and Risk Committee and Senior Management team approved a Risk Appetite Statement. The statement was subsequently reviewed in 2018 to reflect the current operating environment. The appetite has been considered from an organisational level but also from a thematic perspective, reflecting the diverse nature of our work and recognising the need to actively take risks in certain areas to ensure we continue to deliver a best in class service for our customers.

### Risk Appetite Statement:

Below is a condensed version of our Risk Appetite Statement.

The Housing Executive has defined its overall risk appetite as **cautious**, which recognises the environment in which we operate and is cognisant of our role as an Arm’s Length Body and the obligations that come with spending public money.

The cautious appetite reflects our preference for safe delivery options that have a low degree of residual risk with a strong control framework in place when dealing with the public and being accountable for public funding. However there will be areas where the Housing Executive may be more or less risk adverse depending on the business need and the potential risk associated with the activity. Furthermore, our business approach will always seek to be progressive and innovative.

We have identified eleven key risk themes, each with an individual risk appetite:

Risk Theme	Appetite
Financial Management	Avoid
Welfare Reform	Cautious
Fraud and Error	Avoid/Minimalist
Homelessness	Cautious/Minimalist
Housing Supply	Minimalist
Organisational Change	Open
Technology	Open
Health & Safety	Avoid
Planned Maintenance	Open/Cautious
Response Maintenance	Cautious
Corporate Governance	Avoid

## **Links for additional information**

### **Homelessness Strategy 2017-22**

[https://www.nihe.gov.uk/index/corporate/strategies/homelessness\\_strategy.htm](https://www.nihe.gov.uk/index/corporate/strategies/homelessness_strategy.htm)

### **Housing Investment Plans**

[https://www.nihe.gov.uk/index/corporate/plans/district\\_housing\\_plans.htm](https://www.nihe.gov.uk/index/corporate/plans/district_housing_plans.htm)

### **Housing Market Review**

[https://www.nihe.gov.uk/index/corporate/plans/district\\_housing\\_plans.htm](https://www.nihe.gov.uk/index/corporate/plans/district_housing_plans.htm)

### **Customer Excellence Strategy 2017/18 – 2019/20**

[https://www.nihe.gov.uk/customer\\_excellence\\_strategy.pdf](https://www.nihe.gov.uk/customer_excellence_strategy.pdf)

### **Community Cohesion 2015 -2020**

[https://www.nihe.gov.uk/community\\_cohesion\\_strategy.pdf](https://www.nihe.gov.uk/community_cohesion_strategy.pdf)

### **Good relations booklet**

[https://www.nihe.gov.uk/building\\_good\\_relations\\_through\\_housing.pdf](https://www.nihe.gov.uk/building_good_relations_through_housing.pdf)

### **Research Programme**

[https://www.nihe.gov.uk/index/corporate/housing\\_research.htm](https://www.nihe.gov.uk/index/corporate/housing_research.htm)

### **Supporting People**

[https://www.nihe.gov.uk/supporting\\_people](https://www.nihe.gov.uk/supporting_people)

### **Rural Strategy & Action Plan 2016 - 2020**

[https://www.nihe.gov.uk/rural\\_action\\_plan\\_2016\\_2020.pdf](https://www.nihe.gov.uk/rural_action_plan_2016_2020.pdf)

### **Home Energy Conservation Authority Report**

[https://www.nihe.gov.uk/home\\_energy\\_conservation\\_authority\\_report.pdf](https://www.nihe.gov.uk/home_energy_conservation_authority_report.pdf)

### **House Condition Survey**

[https://www.nihe.gov.uk/index/corporate/housing\\_research/house\\_condition\\_survey.htm](https://www.nihe.gov.uk/index/corporate/housing_research/house_condition_survey.htm)

### **Continuous Tenant Omnibus Survey**

[https://www.nihe.gov.uk/ctos\\_2016\\_summary.pdf](https://www.nihe.gov.uk/ctos_2016_summary.pdf)

[https://www.nihe.gov.uk/2017\\_ctos\\_summary\\_of\\_key\\_findings.pdf](https://www.nihe.gov.uk/2017_ctos_summary_of_key_findings.pdf)

We welcome comment on our Plans and all aspects of our work.  
To discuss or comment on the Corporate Plan get in touch with:

Janet Thomas  
The Housing Executive  
2 Adelaide Street  
Belfast  
BT2 8PB

Email: [janet.thomas@nihe.gov.uk](mailto:janet.thomas@nihe.gov.uk)  
Tel: (028) 9598 2554

You can also keep in touch through:

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[@nihecommunity](https://twitter.com/nihecommunity)

We can let you have a copy of the plans in a language that meets your needs and in different formats.

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[www.nihe.gov.uk](http://www.nihe.gov.uk)