

STRATEGY 2025-2028

Developing a Sustainable Future



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FOREWORD



Central to this plan is our continued commitment to providing and maintaining good quality homes for our tenants and to build strong communities for families and individuals.

We are pleased to outline North & East Housing Association’s Strategic Plan for 2025 to 2028 (NEHA). Central to this plan is our continued commitment to providing and maintaining good quality homes for our tenants and to build strong communities for families and individuals.

Over the next three years, we will focus on five strategic goals that reflect our vision, purpose, and values. These goals include enhancing our engagement and services to tenants, delivering more homes to meet growing housing needs, strengthening our governance, enhancing our operational capacity and staff development, and building our engagement and cooperation with stakeholders.

Our strategic plan has been developed through consultation with our tenants, board, staff, and other stakeholders and ensuring that the views of our tenants are central to our decision-making process. We are committed to maintaining and enhancing high standards of governance and acting with integrity and honesty.

We are confident that this strategic plan will guide us in achieving our goals. By working together with local authorities, government agencies, other Approved Housing Bodies, regulators and housing providers, we will continue to build and provide more homes, support our tenants, and create strong communities.

We ask you to support us in delivering on the strategic plan.

Vincent Keenan, CEO Vincent Harney, Chairperson

INTRODUCTION TO NEHA

NEHA is an Approved Housing Body (AHB) established in 1993 by a group of volunteers. The association was formed to address the unmet housing needs in the northern and eastern regions of Ireland, which were not being adequately served by the private market and local authority housing schemes.

Since 1993, NEHA has grown from a small voluntary organisation into an established housing body. We provide housing management and tenant support systems to projects in twenty-six locations across eleven local authority jurisdictions. During this period of expansion, NEHA has retained a focus on communities in the northern and eastern regions and maintained its commitment to keeping tenants at the heart of its work. NEHA is primarily a general needs AHB, but it also provides housing services with partners that focus on housing for people with specific needs, including older persons.

NEHA currently manages approximately some 800 homes. The association is dedicated to looking after the neighbourhoods where it has homes, ensuring that communities are well-supported and maintained.

NEHA is dedicated to providing quality homes and supporting communities through a tenant-centred approach, strong governance, and strategic partnerships. With a clear vision and purpose, NEHA continues to make a positive impact on the lives of those it serves, ensuring that everyone has access to a quality home within a thriving community.



BACKGROUND TO THE STRATEGIC PLAN

This strategic plan sets out our vision, purpose and values, the context in which we operate, what work we do and our strategic goals over the next three years. It includes a robust framework for delivery, monitoring, reporting, and review.

The plan has been developed through consultation with board, staff, and stakeholders and taking the views of tenants into account.

It is informed and supported by a range of plans, strategies and reports including, tenant surveys undertaken, the tenant engagement strategy, governance review, annual reports and financial statements, asset management strategy, financial plan, IT strategy, property services reports, risk report, staff survey report, and the strategic plan 2020 - 2024.

OUR VISION, PURPOSE AND VALUES



VISION
“Our vision is to create vibrant, thriving communities by providing high-quality and secure housing appropriate to the needs of families and individuals.”

PURPOSE
“Our purpose is to provide sustainable quality homes and support the development of integrated and inclusive communities. We aim to create housing that allows individuals and families of diverse backgrounds to live and thrive together. We are committed to building and providing more homes to meet ongoing housing needs in collaboration with all our partners.”

- VALUES**
- RESPECT**
- Treat everyone equally with respect and dignity.
 - Embrace and value different views.
 - Show empathy and understanding of others.

- TRUST**
- Act with integrity and honesty.
 - Dependable and consistent in actions.
 - Uphold high standards of governance.

- TENANT-CENTRED**
- Communicate clearly and respectfully, ensuring tenants’ voices are heard.
 - Provide maintenance and management for our tenant’s homes with a focus on quality and sustainability.

- COLLABORATIVE**
- Working collaboratively with stakeholders to deliver on the purpose of the organisation.
 - Partner with local authorities, government agencies and departments, other AHBs and housing providers to achieve our growth ambition.
 - Work with other AHBs of a similar size to seek to develop, and potentially amalgamate, in order to evolve and grow to create an AHB that can deliver at significant scale.

OUR STRUCTURE AND SERVICES

GOVERNANCE

- NEHA is an AHB, regulated by the Approved Housing Bodies Regulatory Authority (AHBRA) and registered charity with the Charities Regulator.
- NEHA is governed by a board and has signed up to the Charities Regulator Governance Code and the AHBRA Regulatory Standards. Our tenancies are covered by the Residential Tenancies Acts are registered with the Residential Tenancies Board (RTB).
- As an AHB, NEHA may avail of the funding schemes for AHBs provided by the Department of Housing, Local Government and Heritage. This includes revenue funding through Payment and Availability Agreements (P&A) coupled with capital funding provided via the Capital Advance Leasing Facility (CALF) and capital loan funding from the Housing Finance Agency (HFA), and other lenders in the social housing market. The Capital Assistance Scheme (CAS) is also available to NEHA.
- NEHA upholds high standards of governance and compliance, ensuring that its operations align with regulatory requirements and good practice. This includes conducting periodic reviews and audits to maintain transparency and accountability.

SERVICES

NEHA currently has a staff of 25 providing a range of services and have planned to increase this to 30 as a minimum across the Services in 2025, with further expansion plans to 2028, which will be set out in the Operational/Resource Plan.

HOUSING PROVISION AND MANAGEMENT

- NEHA provides high-quality, secure housing for families and individuals. The association manages approximately 800 homes, ensuring they are well-maintained and well-managed.

TENANT SUPPORT SERVICES, TENANT ENGAGEMENT AND COMMUNITY DEVELOPMENT

- NEHA offers various support services to tenants, including assistance with tenancy issues, maintenance requests, and general inquiries. The association is committed to ensuring that tenants' voices are heard, and their needs are met.
- NEHA focuses on building strong integrated communities by fostering a sense of belonging and engagement among tenants. This includes organising community events, programs, and initiatives that promote social cohesion and community spirit.
- The Tenant Engagement Strategy aims to give tenants a stronger input into how NEHA delivers its services. It sets out how NEHA continues to develop tenant participation in decision making and improve the housing services provided. It is important that NEHA continues to deliver support the diverse communities.

SUSTAINABILITY INITIATIVES

- NEHA is committed to addressing environmental impact and climate change by implementing sustainable and energy-efficient practices. This includes engaging tenants in sustainability initiatives and promoting biodiversity in housing developments.

PESTLE ANALYSIS

This PESTLE analysis provides an overview of the external factors that could impact NEHA's strategic plan. The analysis examines six elements of the external environment including political, economic, social, technological, legal and environmental.

1.1. POLITICAL

- (a) **New Programme for Government:** The new government programme emphasises significant housing delivery, particularly in social and cost rental housing. There is to be a new housing plan following on from the current Housing for All Plan. There continues to be a significant need to increase the delivery of new homes to meet the existing and increasing housing needs. The AHB sector is critical, along with the local authority sector, and the Land Development Agency (LDA) to delivering social and cost rental homes.
- (b) **Evolving Funding Arrangements:** Changes in funding arrangements for AHBs is an opportunity for NEHA to utilise this funding. Staying updated with these changes is crucial for securing necessary funds. The Department of Housing will be issuing a strategic plan for the AHB sector, and it is important that NEHA plays its part in the sector.

1.2. ECONOMIC

- (a) **Economic Stability:** The overall economic stability of Ireland will impact NEHA in relation to the State funding available and needs to be monitored. Currently there is significant funding being made available to the AHB sector to deliver social and cost rental housing.
- (b) **AHB Sector:** There is a need for additional large AHBs to deliver the housing required. NEHA need to continually seek out opportunities to collaborate/ merge with similar housing associations to be able to deliver at greater scale. The AHB sector is critical to meeting the overall need to deliver social and cost rental housing at scale.





1.3. SOCIAL

- (a) **Demand for Social and Cost Rental Housing:** There is a significant demand for social and cost rental housing, providing NEHA with opportunities for growth and expansion; in collaboration with other AHBs where necessary.
- (b) **Tenant Engagement:** NEHA's focus on tenant support services and community development aligns with social needs, fostering strong, cohesive communities. There are greater demands is supporting integrated communities and continuing to focus on ensuring social cohesion.

1.4. TECHNOLOGICAL

- (a) **Digital Transformation and Cybersecurity:** Embracing digital transformation will improve efficiency and tenant engagement. Securing and upgrading our digital assets and providing staff training on software systems are key objectives.
- (b) **Sustainable Systems:** Implementing sustainable and energy-efficient systems in housing developments, both new and existing, will help meet environmental goals and improve tenant satisfaction.

1.5. LEGAL

- (a) **Regulatory Compliance:** NEHA must comply with regulations set by the Approved Housing Body Regulatory Authority (AHBRA) and the Charities Regulator. Regular audits and reviews are necessary to ensure compliance.
- (b) **Residential Tenancies Acts:** NEHA's tenancies are governed by the Residential Tenancies Acts, requiring adherence to legal standards and tenant rights. NEHA must ensure registration of tenancies and compliance with the requirements in relation to tenancies.
- (c) **Housing Standards:** The Housing (Standards for Rented Houses) Regulations 2019 apply to all housing owned and managed by NEHA. These along with the building regulations, to the extent that they apply, must be complied with.

1.6. ENVIRONMENTAL

- (a) **ESG Requirements:** Increasing requirements for Environmental, Social, and Governance (ESG) standards necessitate NEHA to adopt sustainable practices and report on ESG metrics. The Corporate Social Responsibility Directive regulations in relation to reporting apply to many organisations. Although they do not apply to NEHA, it is important that the reporting requirements are taken into account to determine an appropriate ESG reporting approach to be taken by NEHA.
- (b) **Energy Efficiency Upgrades:** Upgrading the energy efficiency of homes is essential to meet environmental goals and reduce carbon footprints. Engaging tenants in sustainability initiatives is also important.

FINANCIAL PLANNING AND RISK MANAGEMENT

A key aspect of NEHA's operations is the implementation of a robust financial planning and risk management system. Detailed financial projections are consistently maintained, with budgets prepared, approved by the board, and monitored monthly. A variety of financial indicators are utilised to ensure NEHA remains financially sound.

Regarding risk management, NEHA actively maintains and reviews a risk register. Potential risks are continuously identified, and appropriate risk mitigation strategies are implemented as needed.



STAKEHOLDER ENGAGEMENT

Essential to NEHA is our stakeholders.
This group includes:

- Our Tenants
- Board members and staff
- Local authorities
- Department of Housing Local Government and Heritage
- Housing Providers
- The Housing Agency
- The Housing Finance Agency and other funders
- Other Approved Housing Bodies
- The Irish Council for Social Housing
- The Approved Housing Bodies Regulator
- The Charities Regulator
- Other Partners



OUR STRATEGIC GOALS

Having regard to our vision, purpose and values and in the context of the homes we provide and manage for our tenants the five strategic goals over the next three years are:

1

CONTINUE TO DEVELOP OUR ENGAGEMENT AND SERVICES FOR OUR TENANTS

2

DELIVER MORE HOMES TO MEET THE GROWING HOUSING NEEDS AND MAINTAIN EXISTING HOMES TO QUALITY STANDARDS

3

TRANSFORM OUR OPERATIONAL CAPACITY WITH ADDITIONAL STAFF RESOURCES AND DIGITAL SOLUTIONS

4

BUILD OUR ENGAGEMENT AND COLLABORATION WITH OUR STAKEHOLDERS

5

CONTINUALLY ENHANCE FINANCIAL CAPACITY AND OUR GOVERNANCE

OUR KEY THREE-YEAR OBJECTIVES

Set out below are the objectives of this strategic plan. Actions and timelines for the implementation of these objectives are set out in a table at the end of the plan.

OUR KEY THREE-YEAR OBJECTIVES

1

CONTINUE TO DEVELOP OUR ENGAGEMENT AND SERVICES FOR OUR TENANTS

Continually enhance tenant engagement:

(a) Continue to implement regular surveys and feedback to understand tenant needs.

(b) Develop programmes and events to foster a sense of community, social cohesion and integration in larger developments.

(c) Ensure transparent and responsive communication channels for tenants.

2

DELIVER MORE HOMES TO MEET THE GROWING HOUSING NEEDS AND MAINTAIN EXISTING HOMES TO QUALITY STANDARDS

Expand housing stock and expand development opportunities:

(a) Set the aim of growing the organisation to owning more homes as set out by NEHA; and establish a Delivery Plan to achieve this.

(b) Continue to develop methods to identify all development and growth opportunities, including Mergers and Collaboration.

(c) Utilise fully the P&A with CALF funding system for provision of social housing.

Pilots for the delivery of cost rental housing

(d) Partner with local authorities and housing providers as necessary.

Focus on Sustainability in all our activities:

(a) Develop plan to upgrade the existing housing stock.

(b) Prepare plan to engage with tenants on sustainability initiatives and education.

(c) Report to board annually on the implementation of sustainable and energy-efficient practices.

(d) Promote and support biodiversity in housing developments. Include retrofit and align with Government target, of B2 by 2030.

3

TRANSFORM OUR OPERATIONAL CAPACITY WITH ADDITIONAL STAFF RESOURCES AND DIGITAL SOLUTIONS

Develop organisation' culture:

(a) Actively communicate NEHA's vision, purpose and values.

(b) Develop plan to communicate organisation's vision, purpose, values. Promote use by staff and board members.

(c) Foster a positive and inclusive workplace culture.

Build additional operational capacity:

(a) Employ additional staff with appropriate skills and invest in more resources.

(b) Prepare plan to streamline processes and simplify systems focusing on critical areas.

(c) Invest in staff training and development to enhance skills and productivity.

(d) Select the key performance indicators to monitor and improve operations.

Improve staff development, retention, and recruitment strategies:

(a) Review employment opportunities in NEHA to ensure that they are attractive.

(b) Develop career development and advancement opportunities.

(c) Review and enhance where necessary employee development programmes.

Digitalisation:

(a) Develop plan to strengthen our digital capability, moving the organisation forward, aligning us to recognised standards. Maximise the use of our new and existing systems, ensuring benefit realisation and value for money, future proofing us against technological change.

(b) Carry out annual reviews to ensure that both our current and new staff can optimise their usage of our systems to deliver efficient operations and reporting for data driven decision making.

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4

BUILD OUR
ENGAGEMENT AND
COLLABORATION
WITH OUR
STAKEHOLDERS

Communications Strategy and Stakeholder Engagement:

- (a) Prepare a communications strategy.
- (b) Prepare a stakeholder engagement strategy.
- (c) Monitor on a quarterly basis the implementation of these plans.

5

CONTINUALLY
ENHANCE FINANCIAL
CAPACITY AND OUR
GOVERNANCE

Focus on financial strength and sustainable growth:

- (a) Prepare and enhance procedure for the financial planning and budgeting process.
- (b) Review revenue and expenditure streams and consider ways to address less viable activities.
- (c) Review the monitoring of financial performance annually and adjust strategies as needed.

Continually enhance governance of the organisation:

- (a) Implement the governance action plan.
- (b) Conduct periodic reviews and audits to ensure compliance and effectiveness.

DELIVERY,
MONITORING,
REPORTING
AND REVIEW

- a. Our goals, objectives and targets are expressed in ways that enable us to easily measure whether they are being delivered.
- b. Annually the board will set key performance Indicators that are in place across our service areas and a framework for monitoring them quarterly at staff and board level.
- c. The Board will also monitor performance against the operational plan targets quarterly and will review overall performance against the strategic plan annually as part of the preparation of the operational plan for the next year.
- d. We will report on our progress in delivering the plan in our Annual Report which will be published alongside our financial statements. This report will be available on our website and will be pro-actively circulated to tenants and key stakeholders.
- e. As part of our Tenant Engagement Strategy, we will monitor delivery of our action plan and report on progress to tenants through regular updates in our tenant newsletter, community noticeboards, meetings, and our website.
- f. A full review of the strategic plan will be conducted in advance of 2028.

ACTION PLAN

ACTION PLAN



	OBJECTIVE	ACTION	DATE FOR COMPLETION
GOAL 1	Enhance tenant focus	Revise and renew a Tenant Engagement Strategy and set out tenant engagement activities; review and assimilate feedback.	Annually
		Review and report on appropriate and most effective communication channels.	Q3 2025 Annually
GOAL 2	Expand housing stock	Aim to deliver or exceed the following targets for delivery / acquisition and review: 2025: 150 homes 2026: 90 homes 2027: 115 homes 2028: 140 homes	Biannually
		Strategy is to be prepared including innovative and accelerated methods e.g. modern methods of construction (MMC) and stage payment to deliver certain developments. Develop our ability to undertake direct delivery projects.	Q2 2026
		Prepare plan for the delivery of several pilot cost rental housing projects.	Q2 2026
		Report on partnering initiatives with local authorities and housing providers.	Annually
	Sustainability	Prepare a sustainability plan.	Q1 2026
		Make progress towards Government target of minimum BER of B2 by 2030 by retrofitting, progressing to net zero carbon emissions by 2050.	Q3 2025
		Prepare plan to engage tenants on sustainability measures using a set of identified initiatives.	Q1 2026



	OBJECTIVE	ACTION	DATE FOR COMPLETION
GOAL 2	Sustainability	Report to Board on implementation of sustainable and energy-efficient practices.	Annually
		Prepare a plan to promote and support biodiversity in new and existing housing developments and include in development specifications.	Q3 2026
GOAL 3	Operational capacity	Employ additional staff to fill vacant posts and to meet additional requirements, as per the Recruitment Plan.	Q3 2025
		Prepare plan to streamline operational processes and optimise systems.	Q1 2026
		Review investment in staff training and development in line with our staff Personal Development Process (PDP).	Annually
		Identify and use organisational key performance indicators to improve organisational capacity.	Q4 2025
	Staff development	Review employment opportunities in NEHA to ensure that they are attractive.	Q3 2025
		Consult staff and prepare plan to enhance career development opportunities.	Q3 2026
	Digitalisation	Develop plan to strengthen our digital capability, moving the organisation forward, aligning us to recognised standards. Maximise the use of our new and existing systems, ensuring benefit realisation and value for money, future proofing us against technological change.	Q4 2025

ACTION PLAN



	OBJECTIVE	ACTION	DATE FOR COMPLETION
GOAL 3	Digitalisation	Carry out annual reviews to ensure that both our current and new staff can optimise their usage of our systems to deliver efficient operations and reporting for data driven decision making.	Annually
	Organisation's culture	Develop plan to communicate organisation's vision, purpose, values. Promote use by staff and board members; foster positive/inclusive workplace culture.	Q2 2026
GOAL 4	Communications	Prepare a communications strategy.	Q4 2025
		Prepare a new stakeholder engagement plan.	Q1 2026
GOAL 5	Financial strength	Prepared enhanced procedures for the financial planning and budgeting process.	Q1 2027
		Review revenue and expenditure streams to ensure value for money and financial sustainability.	Q2 2027
		Review the monitoring of financial performance and adjust strategies as needed.	Annually
		Implement governance action plan.	End 2025
		Conduct reviews and audits of board and sub-committees.	Annually

Developing
a Sustainable
Future





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