



**An Ghníomhaireacht  
Tithíochta**  
The Housing Agency

# The Housing Agency Statement of Strategy 2022-2024



[housingagency.ie](https://www.housingagency.ie)



# Contents

---

Foreword	02
Our Role	04
Our Skills	05
Purpose, Values and Vision	06
Key Achievements 2019-2021	08
Our Stakeholders	10
Our Strategic Themes and Objectives	11
Theme 1: Being a Centre for Housing Knowledge	12
Theme 2: Bridging Housing Supply and Demand	15
Theme 3: Building Capacity for Housing	19
The Housing Agency Statement of Strategy	22

# Foreword

The importance of home as a place of safety and security – an anchor in every person’s life – has been highlighted by the Covid-19 pandemic. As we emerge from this difficult period, providing the security of a home for more people in more ways is a national priority.

Over the next three years, The Housing and Sustainable Communities Agency (The Agency) will continue to focus on supporting and equipping the key stakeholders in the housing system to deliver homes in sustainable communities that meet the range of needs that exist across our society.

Our Strategic Plan 2022-2024 has been framed in the context of supporting Housing for All, the Government’s housing plan for Ireland and key trends in the housing system including:

- Diverse and changing housing needs for people living in Ireland
- Long-term government policy and strategic planning for the Irish housing system
- A continuing focus on building inclusive, sustainable communities

The strategy reflects the fundamental importance of choice, quality, and availability of suitable housing for everyone. It builds on the expertise, capacity and supports that have evolved since the Agency was established, and which have developed considerably over the last three years.

Strong collaborative partnerships with stakeholders will ensure the Agency is well positioned to deliver impact across all housing tenures and in

response to homelessness over the lifetime of this strategic plan.

## **Building on Achievements**

This strategic plan provides an opportunity to build on the achievements of the Agency’s previous strategy. The work of the Agency has had a significant impact across all areas of the housing system including:

### **Housing Data, Research, and Policy and Practice Insights**

The Agency provides an expanding range of data, insights, information and housing know-how. The Agency’s resources are used to support policymaking and inform stakeholders in the housing system. The Agency supports housing professionals to build their own housing knowledge and expertise. We will continue to expand and develop capacity to underpin the Agency’s significant role as a knowledge expert within the housing sector.

### **Social and Affordable Housing Delivery**

The Agency assists in the construction of new social and affordable homes and the regeneration of social housing; acquisitions for local authorities and approved housing bodies (AHBs); leasing agreements; funding appraisals; and land management.



We play a pivotal role developing new approaches to housing delivery including advising on new tenure models such as Cost Rental.

### Programmes and Solutions

The Agency prioritises the development of innovative solutions capable of addressing the housing challenges experienced by people living in Ireland. Examples include the Mortgage to Rent Scheme, First Home Affordable Purchase Shared Equity Scheme, best practice in addressing homelessness and overseeing the Pyrite Scheme to remediate affected homes.

### Social Inclusion

The Agency has been effective in helping to address the housing needs of people that face additional challenges in accessing and securing accommodation. In the next three years, we will focus on improving social inclusion, through carrying out research to better understand the differing housing needs and will communicate solutions that enhance social inclusion in the housing system.

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

### Strategic Plan 2022-2024

Over the period of this Strategic Plan, our activity will be structured under three themes:

- Theme 1: Being a Centre for Housing Knowledge
- Theme 2: Bridging Housing Supply and Demand
- Theme 3: Building Capacity for Housing

Further details on the objectives and how these themes will be delivered are outlined in this document. Our staff and board members will be instrumental in the successful implementation of this plan. We recognise their dedication and extend our thanks for their continued service.

The Agency recognises all those who support our work, and with whom we collaborate to achieve shared objectives. In particular, the Minister for Housing, Local Government and Heritage and Departmental colleagues; stakeholders in local authorities, AHBs, other state agencies, and the private sector; and those whose homes we have helped to provide or improve. We would also like to thank all those who have helped with the development of this Strategic Plan.



**Michael Carey**  
Chairperson



**Bob Jordan**  
Chief Executive Officer



# Our Role

## Purpose



**Housing Knowledge**



## What we do

**Provide high quality, targeted and timely housing data, assessments and evidence** to inform decision making by government, local authorities, AHBs and all stakeholders



## How We Do it

- Research and data
- Economic analysis
- Review and evaluation
- Support policy development



**Supply and Demand**



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



- Housing delivery
- Technical assistance
- Social inclusion supports
- Project management expertise



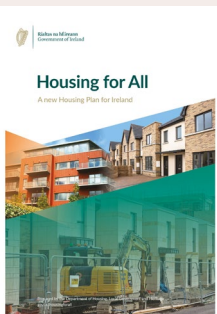
**Building Capacity**



**Support the sector through education and information** in operationalising housing delivery and housing management



- Training and education
- Guidance, toolkits, templates
- Housing advisory services
- Stakeholder engagement



## Housing for All

Our Strategic Plan 2022-2024 has been framed in the context of supporting **Housing for All**, the Government's housing plan for Ireland.

# Our Skills

An Agency that enables progress across the housing system.



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



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



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

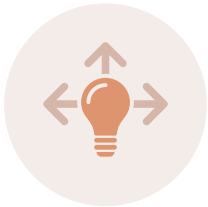


**Learning ability**  
– a unique competency that underpins our activities



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

# Purpose, Values and Vision



## Purpose

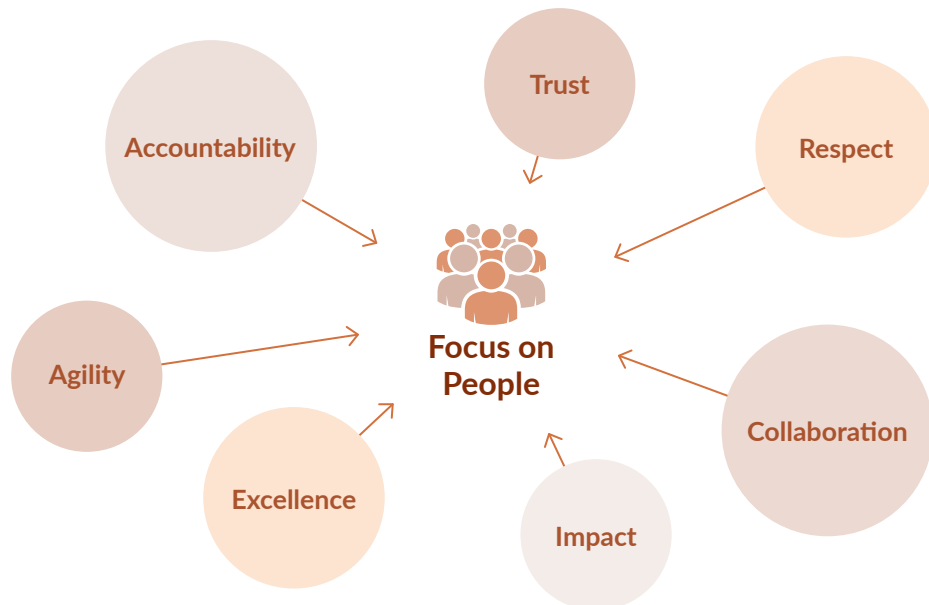
The Agency's purpose is to provide expertise and solutions to help deliver sustainable communities throughout Ireland. In this strategic period, we will deliver our purpose in three ways:

- 1 Supporting stakeholders with **evidence-informed insights and data** to develop a sustainable Irish housing system.
- 2 Enabling **supply and demand solutions** throughout the housing system.
- 3 Ensuring the Agency and its stakeholders have the **capacity and agility to respond effectively** to challenges in the housing system.



## Values

The values of the Agency set the standard for the way we work with colleagues and stakeholders. In this strategic period, we will continue to embed our values throughout the organisation to guide and inform everything we do. We have placed people at the centre of everything we do to highlight the importance of our staff, our stakeholders, and the people we are working to support with housing needs.





## Vision

To achieve an integrated housing system, meeting the nation's housing needs and promoting sustainable communities.

# Key Achievements 2019-2021

**6,845**

Local Authority Home Loan applications processed. 4,565 applications recommended for approval



**390**

Cost Rental homes approved for Cost Rental Equity Loan funding



**1,408**

homes delivered under leasing



**1,052**

completed Mortgage to Rent cases, enabling almost 3,000 people (including 1,282 children) to stay living in their homes

Support the Department of Housing, Local Government and Heritage in the development of the new First Home Affordable Purchase Shared Equity Scheme



Offering professional and technical services including design and project management in delivering 20 housing projects for both local authorities and AHBs

**650**

homes sourced and acquired for social housing



8 research projects supported under the Housing Agency's Research Support Programme

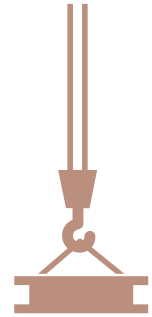


Transition to  
Statutory Regulation  
of AHBs



**900**

homes remediated under  
the Pyrite Remediation  
Scheme, bringing the  
overall number of homes  
remediated through the  
scheme to 2,291



**Over 900**

AHB applications assessed  
for Payment & Availability,  
and Capital Advance  
Leasing Facility, to  
providing over 30,597  
homes

**8,000+**

attendees across 80  
training and  
information sessions  
held on a range of  
housing-related topics  
(online and physical)



Bursary scheme  
established allowing  
over 100 students to  
undertake housing  
studies education  
courses



**20+**

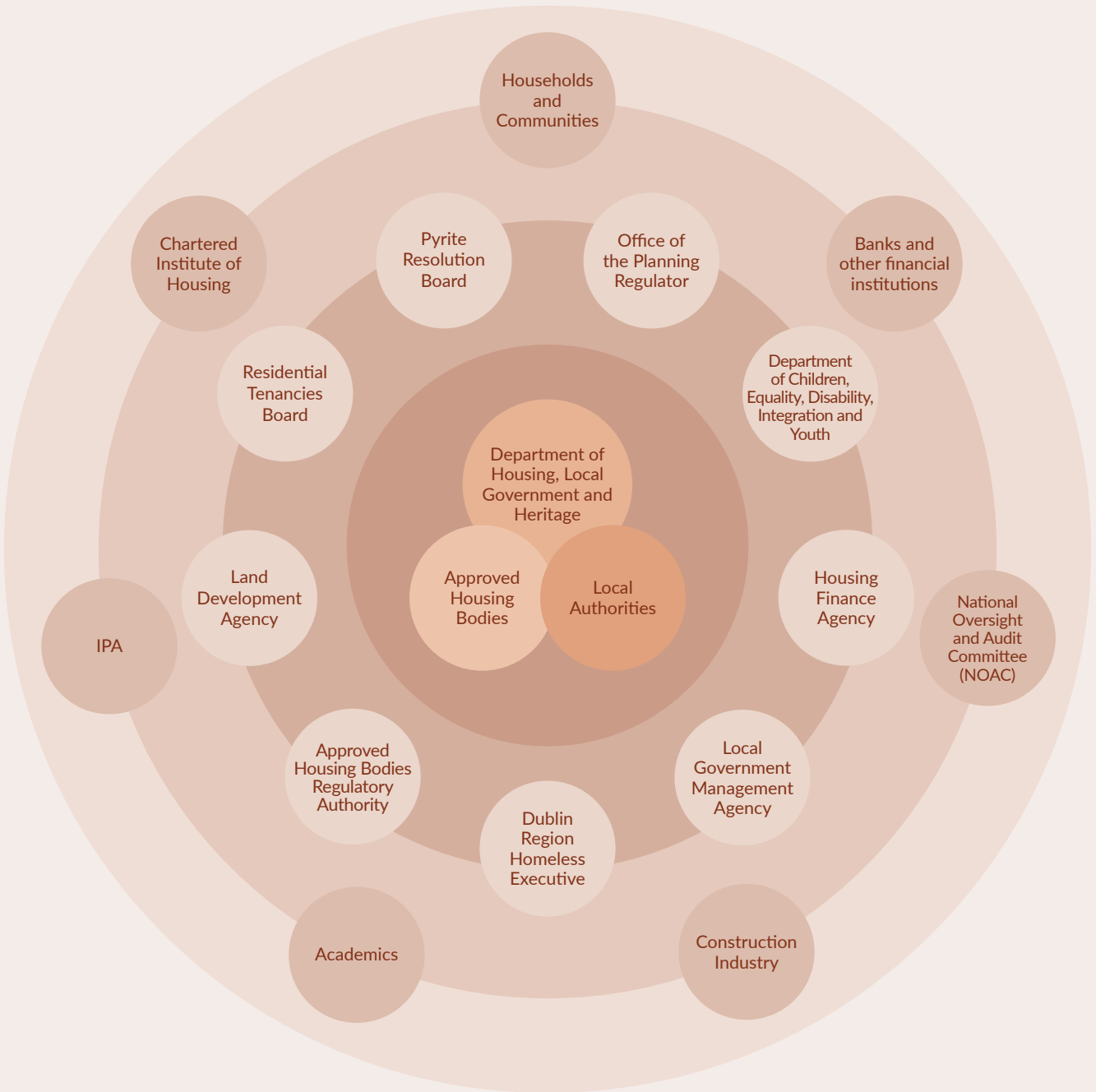
reports, toolkits and  
guides published  
across a range of  
housing related  
topics



Working with 50 AHBs  
nationwide to help them  
procure consultant teams  
and ongoing support

**3** new central  
information websites  
developed

# Our Stakeholders



# Our Strategic Themes and Objectives

The Agency's strategy is encapsulated under three broad themes:





# Theme 1: Being a Centre for Housing Knowledge

The Agency will support stakeholders by providing evidence-based housing insights and data that inform thinking and policy making.

## Overall Goal

To ensure that policy design and implementation, decision-making and public discourse are supported by the provision of research, insight and accurate data, gathered efficiently and consistently. The objectives are to:

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

## Planned Impact

**By 2024, the Agency will demonstrate a deep understanding of the dynamics of the housing system in order to inform policy decisions and the development of effective programmes to achieve quality housing and sustainable communities.**

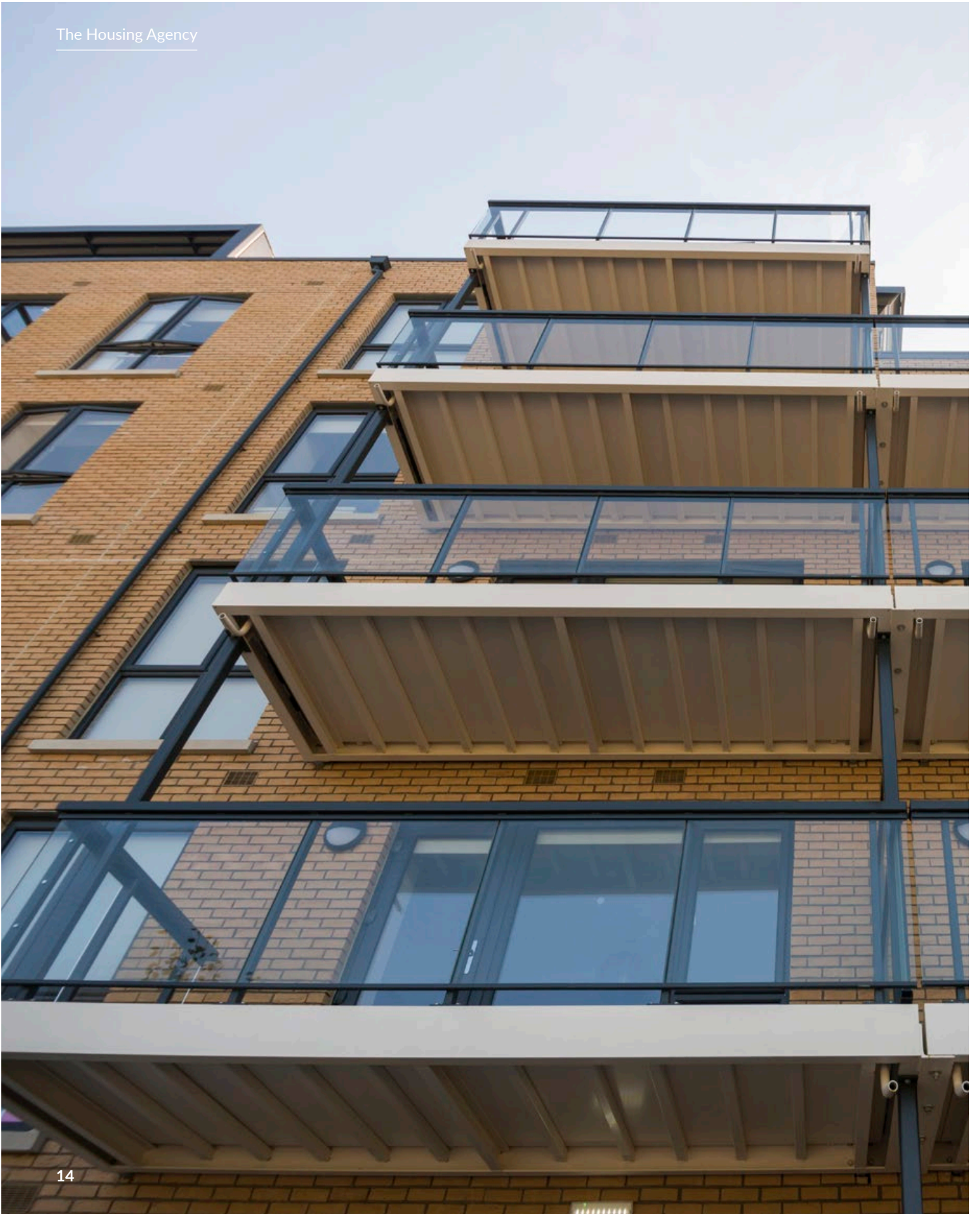
We will continue to:

- Develop our research and analytical capacity to inform policy makers and housing practitioners.
- Shape new thinking on housing needs and demands.
- Provide evidence-informed policy advice.
- Deepen our stakeholders' and the general public's understanding of housing issues and options.
- Identify learnings and recommend improvements to existing housing programmes.

## Objectives

The key activities in this theme are:

 Objective	 Activity
<b>Be a respected leader on housing insights and innovation</b>	<p>The Agency will play a leading role in housing research and data analysis by:</p> <ul style="list-style-type: none"> <li>• Developing a research strategy to enhance its strategic research capabilities to strengthen the evidence base for policy design and implementation.</li> <li>• Co-ordinating a thorough assessment of data needs in conjunction with other agencies and stakeholders.</li> <li>• Establishing a central repository of data and insights on the Irish housing system.</li> <li>• Providing economic analysis and insights on housing trends.</li> <li>• Expanding our research capacity to provide further expertise to stakeholders on a range of relevant sustainability, affordability, and construction matters.</li> </ul>
<b>Developing and sharing new thinking</b>	<p>The Agency will fulfil its role as an informer, educator, and shaper of thinking about the housing system, drawing on both national and international best expertise and practice by:</p> <ul style="list-style-type: none"> <li>• Commissioning and publishing research and insights.</li> <li>• Providing high-quality content that stimulates discussion on housing demand, design and delivery models.</li> <li>• Co-ordinating and supporting the Housing Need and Demand Assessment (HNDA) framework and process.</li> <li>• Considering all of Ireland's future housing needs, both public and private.</li> <li>• Sharing insights using a wide range of communication media.</li> </ul>
<b>Contributing to policy development</b>	<p>The Agency will leverage the experience and data it gathers to inform and influence policy development by:</p> <ul style="list-style-type: none"> <li>• Developing a range of position papers on relevant and significant housing issues.</li> <li>• Providing robust data and evidence-based insights to encourage a shared understanding of housing system baselines and priorities among stakeholders.</li> <li>• Engaging extensively with stakeholders across the housing system, identifying key learnings and possible solutions, and bringing these to the attention of policy makers.</li> <li>• Providing feedback to policy makers from delivery partners as appropriate.</li> </ul>
<b>Inform public discourse about the housing system in collaboration with stakeholders</b>	<p>The Agency will develop and implement a stakeholder strategy programme to enhance its role in supporting and informing policy makers, delivery partners and the wider public by:</p> <ul style="list-style-type: none"> <li>• Engaging and informing the public about sustainable communities, the range of housing options available and topical housing issues.</li> <li>• Participating in national, regional and sectoral fora, public events and conferences in order to contribute to the discussion of housing issues.</li> <li>• Reviewing and evolving the Agency's Advisory Panels to the Board.</li> </ul>
<b>Develop appropriate evaluation mechanisms</b>	<p>The Agency will assess and quantify the overall impact of housing programmes and explore potential improvements by:</p> <ul style="list-style-type: none"> <li>• Developing a programme to evaluate schemes and supply solutions.</li> </ul>







## Theme 2: Bridging Housing Supply and Demand

The Agency will play a key role in implementing programmes and actions in Government housing policy. It will work with others to enable the delivery of housing solutions across the housing system to meet current and future demands.

### Overall Goal

To ensure that the Agency's resources and expertise are directed towards delivering the vision and intent of national housing policy. The objectives are to:

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

### Planned Impact

**By 2024, the Agency will have deployed its expertise to help increase the supply of private, social and affordable housing. To achieve this goal, the Agency will work in collaboration with other stakeholders.**

We will have:

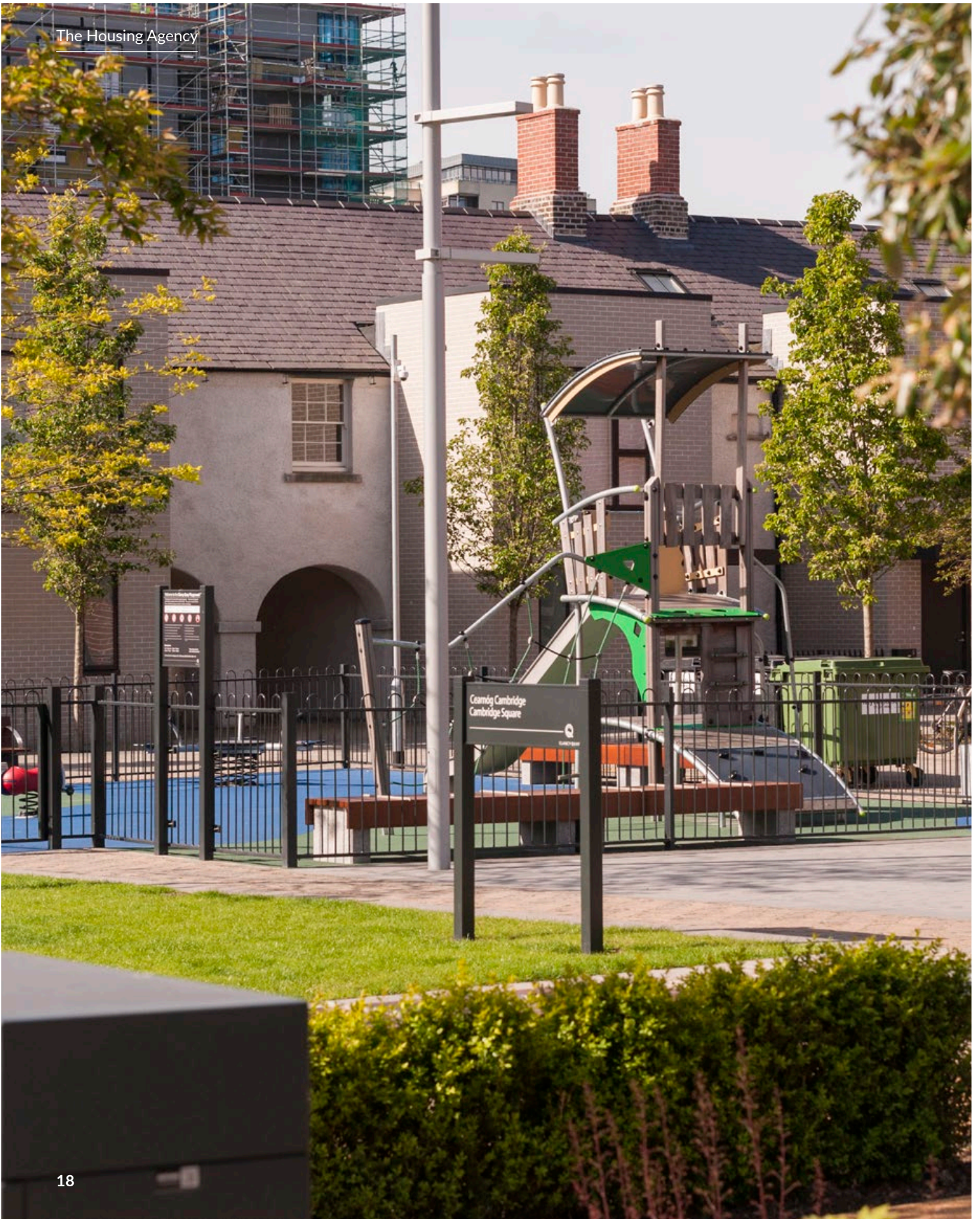
- Unlocked land for housing development.
- Increased supply of social housing using our broad skills and resources.
- Supported pathways delivering affordable purchase and cost rental homes.
- Contributed to ending long-term homelessness.
- Supported town centre renewal to provide sustainable, vibrant communities.
- Encouraged the use of modern construction methods and technologies.
- Helped households impacted by building defects.

## Objectives

The key activities in this theme are:

 <b>Objective</b>	 <b>Activity</b>
<p><b>Support home ownership and improve affordability</b></p>	<p>The Agency will play a key role in the development and roll out of affordable housing strategies and schemes by:</p> <ul style="list-style-type: none"> <li>• Developing and supporting the rollout of the local authority led sale of affordable homes, the First Home Affordable Purchase Shared Equity Scheme, and Cost Rental housing.</li> <li>• Supporting local authorities to consistently apply the revised requirements under Part V.</li> <li>• Providing a national underwriting shared service for Local Authority Home Loans.</li> </ul>
<p><b>Increase the supply of affordable homes</b></p>	<p>The Agency will help increase the supply of new homes by:</p> <ul style="list-style-type: none"> <li>• Managing the Croí Cónaithe (Cities) Fund to help unlock existing planning permissions for apartments to accelerate supply to meet the strong demand for urban living.</li> <li>• Continuing to strengthen collaboration with partner agencies to achieve shared objectives in increasing new housing supply.</li> <li>• Collaborating with stakeholders to explore new strategies to grow the supply of private sector housing solutions.</li> </ul>
<p><b>Contribute to the eradication of homelessness</b></p>	<p>The Agency will further develop its supporting role in eradicating homelessness by:</p> <ul style="list-style-type: none"> <li>• Supporting the expanding role of Housing First in line with <i>Housing for All</i> and the Housing First National Implementation Plan.</li> </ul>
<p><b>Support social inclusion policies in housing delivery</b></p>	<p>The Agency will develop an integrated social inclusion plan to ensure that the provision of appropriate, sustainable homes for people that face additional challenges in accessing and securing accommodation suitable to their needs is prioritised in every community by:</p> <ul style="list-style-type: none"> <li>• Preparing a National Strategy to support the provision of housing for disabled people during the period 2022-27, followed by support to local authorities and AHBs to develop and customise their implementation plans.</li> <li>• Advising and assisting the Department of Children, Equality, Disability, Integration and Youth regarding appropriate housing solutions to support the international protection of refugees.</li> <li>• Providing advice and best practice guidance to local authorities on implementing the social inclusion aspects of their Housing Delivery Action Plans.</li> </ul>
<p><b>Increase social housing delivery</b></p>	<p>The Agency will contribute through the provision of supports and the co-ordination of schemes and solutions to increase social housing delivery by:</p> <ul style="list-style-type: none"> <li>• Providing a central property sourcing and acquisitions service for local authorities and AHBs.</li> <li>• Implementing the management and strategic development of land owned by The Housing Agency.</li> <li>• Assessing funding applications on behalf of AHBs.</li> <li>• Continuing to co-ordinate the Mortgage to Rent Scheme.</li> <li>• Acting as an intermediary to facilitate the involvement of a range of delivery partners in local authority supply projects.</li> </ul>

 Objective	 Activity
<b>Facilitate stakeholders to deliver their housing delivery action plans</b>	<p>The Agency will provide an expanded suite of supports to AHBs and local authorities, aimed at supporting the achievement of delivery targets by:</p> <ul style="list-style-type: none"> <li>• Undertaking feasibility assessments and capital appraisals.</li> <li>• Supplying design, architectural, engineering and surveying expertise.</li> <li>• Providing procurement, project management, cost control and contract administration supports.</li> <li>• Supporting quality control including building inspection.</li> <li>• Advising on dynamic issues related to the built environment including master planning, universal design, sustainability and biodiversity, land value sharing and financing mechanisms.</li> </ul>
<b>Address vacancy and efficient use of existing stock</b>	<p>The Agency will play a central role in addressing vacancy issues through:</p> <ul style="list-style-type: none"> <li>• Supporting the Town Centre First initiative and other vacant homes initiatives.</li> <li>• Establishing a support service dedicated to advising and supporting local authorities on compulsory purchase of vacant properties.</li> <li>• Providing professional and technical services to assist in the proposed development of vacant properties.</li> </ul>
<b>Respond to emerging issues on behalf of Government</b>	<p>The Agency will respond in a professional and agile way by:</p> <ul style="list-style-type: none"> <li>• Overseeing the delivery of an agreed work programme and targets in relation to the Pyrite Remediation Scheme, ensuring that the resolution fund is fully drawn down and that homeowners who are impacted are supported.</li> <li>• Providing a central support role to local authorities in the assessment, testing and categorisation of applications received under the Defective Concrete Blocks Scheme.</li> <li>• Developing and delivering resolution schemes where there is an opportunity to impact significantly on the sustainability or quality of living conditions experienced by a significant number of households.</li> </ul>





## Theme 3: Building Capacity for Housing

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

### Overall Goal

#### Capacity in the Housing System

To support Approved Housing Bodies and local authorities with advice and information, operational support and customised training to facilitate capability development across the housing system.

#### Organisational Capacity in the Housing Agency

To grow the Agency's capability and agility to reflect the changing landscape in which it operates, and the broad spectrum of requirements assigned to it.

### Planned Impact

#### Capacity in the Housing System

**By 2024, we will have enhanced the capacity of stakeholders in the housing sector to make a meaningful impact on the development of sustainable communities.**

We will have:

- Supported housing practitioners in the day-to-day implementation of housing policy.
- Developed a strong community of professional housing practice across the sector.
- Worked to improve social inclusion in our communities.

#### Organisational Capacity in The Housing Agency

**By 2024, we will continue to strengthen our own capacity to respond in an agile way to new and emerging housing issues.**



We will have:

- The right structures and people in place to achieve our purpose.
- Strengthened the organisation to create a more diverse, inclusive and supported workforce.
- Operated to the highest levels of public sector governance.

## Objectives

The key activities in this theme are:

### Capacity in the Housing System

 Objective	 Activity
<p><b>Supporting learning and expertise</b></p>	<p>The Agency will continue evolving and developing its expertise to support learning throughout the housing system by:</p> <ul style="list-style-type: none"> <li>• Undertaking a strategic audit of the scope of expertise required to support policy development and implementation over the next decade.</li> <li>• Developing a learning and development strategy with a structured approach to ensure that in-house expertise evolves in line with overall national policy direction.</li> <li>• Assuming a leadership role in highlighting the planning and environmental aspects of housing.</li> <li>• Fostering dialogue and understanding across the housing sector to collaboratively respond to emerging issues.</li> <li>• Providing continuous learning and professional support to both housing practitioners and construction teams in local authorities and AHBs.</li> </ul>
<p><b>Support housing professionals as a community of practice</b></p>	<p>The Agency will help develop a strong community of professional practice across the Irish housing system, providing a framework of support, awareness and training to those working in the sector by:</p> <ul style="list-style-type: none"> <li>• Taking a lead role in supporting housing practitioner and practice networks.</li> <li>• Collaborating with professional housing bodies.</li> </ul>
<p><b>Support social inclusion in the housing sector</b></p>	<p>The Agency will continue to develop its work to support social inclusion in housing by:</p> <ul style="list-style-type: none"> <li>• Working with local authorities to develop consistent and transparent access to social housing across the housing system.</li> <li>• Continuing to develop our understanding of housing options for an ageing population, including promoting awareness of Age Friendly housing.</li> <li>• Deepening our understanding of the diverse housing needs of vulnerable groups, including people experiencing homelessness or at risk of becoming homeless, people with disabilities, lone parents, Travellers, and people who have been granted international protection status.</li> <li>• Fostering collaboration between AHBs and care and support organisations to provide a holistic response to the range of housing needs within our communities.</li> <li>• Investigating and considering the opportunities to evolve a whole of life support structure where supports are adjusted to reflect people’s circumstances and life stages.</li> </ul>

## Organisational Capacity in The Housing Agency

 Objective	 Activity
<p><b>Ensuring the organisation's operating model, structures and capacity are appropriate for the purpose and organisational goals set out in this strategy</b></p>	<p>The Agency will have the capacity to deliver on this Strategy by:</p> <ul style="list-style-type: none"> <li>• Ensuring that the organisation is appropriately resourced and configured to execute the range of roles and functions it undertakes to support the planning and delivery of housing systems.</li> <li>• Expanding the Procurement and Delivery Unit to offer a full suite of specialist technical services to support Local Authorities and AHBs in their delivery programmes.</li> <li>• Developing our people through the creation of a competency model to support them in managing their professional development and skills acquisitions as their careers progress in the Agency.</li> <li>• Rolling out a leadership development programme to support all levels of management to engage with and work towards our Vision.</li> <li>• Working actively with a targeted approach to foster diversity and inclusion across the workplace.</li> </ul>
<p><b>Delivering a professional and quality service to our stakeholders</b></p>	<p>The Housing Agency will review and revise its current configuration to ensure that it serves each of its key stakeholder organisations by:</p> <ul style="list-style-type: none"> <li>• Developing customised annual programmes of work.</li> <li>• Supporting these plans with a holistic organisation-wide approach.</li> </ul>
<p><b>Enabling the Agency to operate to the highest levels of public sector governance</b></p>	<p>The Agency will ensure adherence to public sector governance best practice by:</p> <ul style="list-style-type: none"> <li>• Supporting the effectiveness of the Board.</li> <li>• Applying the Code of Practice for the Governance of State Bodies, including risk management and internal practices, procedures and controls.</li> <li>• Ensuring sound financial management to deliver effective resource utilisation and achieve value for money.</li> <li>• Complying with statutory obligations including the Public Sector Equality and Human Rights Duty.</li> <li>• Embedding the Public Sector Reform 2020 framework across the Agency.</li> <li>• Building and developing the ICT infrastructure to support the Agency's agility.</li> </ul>

# The Housing Agency Statement of Strategy



## Vision

To achieve an integrated housing system, meeting the nation's housing needs and promoting sustainable communities.

+



## Purpose

To provide expertise and solutions to help deliver sustainable communities throughout Ireland.

+



## Values

Focus on People / Respect  
Agility / Excellence  
Accountability / Impact  
Collaboration / Trust

## Strategic Objectives



### Being a Centre of Housing Knowledge

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



### Bridging Housing Supply and Demand

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



### Building Capacity in Housing

#### Capacity in the Housing System

- Learning and expertise
- Housing professionals as a community of practice
- Social inclusion in the housing sector

#### Organisational Capacity in the Housing Agency

- Ensure the organisation's operating model, structures and capacity are appropriate for the purpose and organisational goals set out in this strategy
- Deliver a professional and quality service to the Agency's stakeholders
- Enable the Agency to operate to the highest levels of public sector governance





The Housing Agency will play its part in achieving an integrated housing system, meeting the nation's housing needs and promoting sustainable communities by:



**Being a Centre for Housing Knowledge**

---



**Bridging Housing Supply and Demand**

---



**Building Capacity in Housing**





**An Ghníomhaireacht  
Tithíochta**  
The Housing Agency

**The Housing Agency**  
53 Mount Street Upper  
Dublin, D02 KT73

 (01) 656 4100

 [info@housingagency.ie](mailto:info@housingagency.ie)

 [housingagency.ie](http://housingagency.ie)