



**NB  
Housing**

Homes that build community

## Strategic Plan 2022-2025



## Introduction

**NB Housing is a registered social housing provider created in 2014 after the merger of two community-based housing associations in North Belfast.**

**We currently manage over 1,000 homes and our portfolio extends to supported housing, housing for the elderly and general family accommodation.**

We are a not for profit business with charitable status led by a voluntary Management Board. We employ 42 staff including support staff within our supported housing schemes, caretaking service staff and head office staff. Our main area of operation is North Belfast but we have extended our activity to seek development opportunities within 50 miles of Belfast.

At NB Housing we are passionate about the role we play in society and believe our Vision, Mission and Values is what makes us. Our new three-year strategic plan provides an overview of how we plan to deliver our Vision, Mission and Values.

The Strategic Plan for 2022-2025 has been developed to enable NB Housing to respond and thrive in the continuing challenging and evolving environment. It provides a focus for decision making and makes a clear commitment to achieving our aims as we travel along this strategic journey.

We hope this strategy begins at a time when we see an end to the Covid-19 pandemic. The experience of the past two years has amplified the social and

economic difficulties that exist. Waiting lists for high quality social homes continue to grow faster than the numbers being delivered while the costs of living, places greater pressure of household budgets with less disposable income available. It is so important that our services are shaped to provide opportunity and make a positive contribution to our communities.

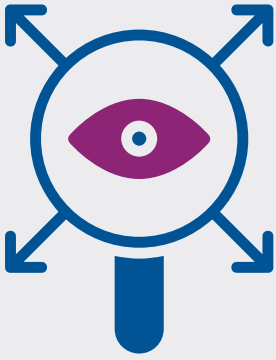
The objective of this strategy is to build on our successes and learn from our experiences to develop an association that is forward looking, innovative and agile to deliver the best service possible.

We want to empower our staff to be creative to deliver the right localised service that meets the expectation of our people.

We wish to concentrate our efforts to improve the customer experience and commit to listening to our tenants and have them shape our services. We have an opportunity to make a difference to people lives by providing good quality affordable homes.



**This plan sets out what we will do. It is ambitious but achievable. Enhancing our role in providing opportunity is at the core of this strategy with a focus on increasing our capacity, developing affordable services while protecting the environment.**



## Vision

Everyone has an affordable, sustainable home in a supportive community that enables them to lead their best lives.



## Mission

To provide a place to call home and an outstanding service to those in need.

- A home where people:
- ✓ feel you belong
  - ✓ feel safe
  - ✓ feel financially secure
  - ✓ feel supported
  - ✓ feel part of the fabric of the community

## Values



### **Integrity**

Building relationships of trust by being respectful, caring and honest with others.



### **Excellence**

Everyone is entitled to expect services of the highest quality that are responsive to their needs.



### **Empowerment**

Listening to other people, maximising their ability to find solutions and make decisions that help them live their best lives.



### **Collaboration**

Working together with others in a supportive way to achieve the best outcome.



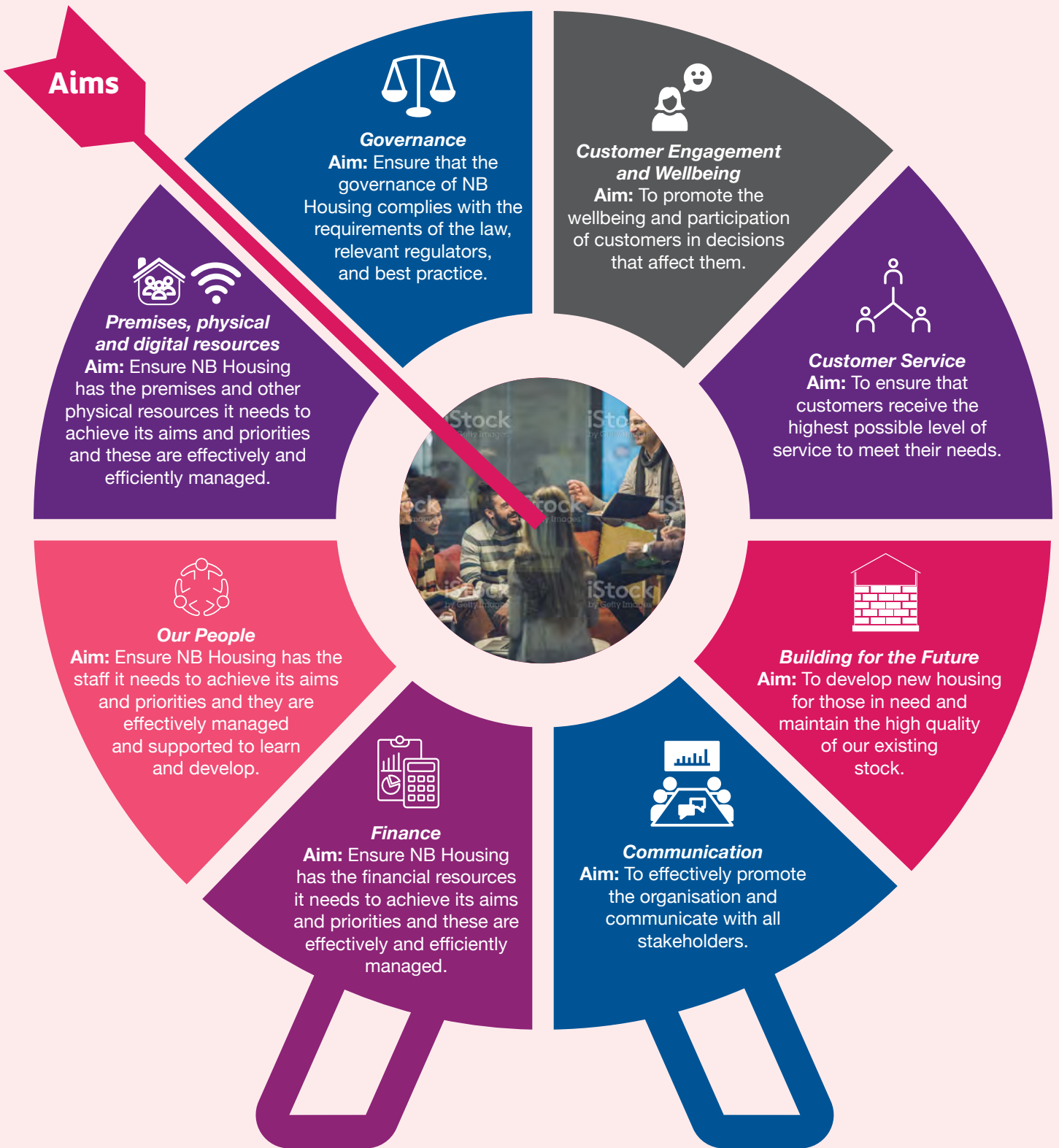
### **Fairness**

Everyone is of equal worth and entitled to be treated fairly and included. Diversity is something to be recognised and celebrated.



### **Sustainability**

Being concerned with the environment and with the future of those we serve.



## Aims & Priorities



### **Customer Engagement and Wellbeing**

**Aim:** To promote the wellbeing and participation of customers in decisions that affect them

#### **Priorities for 2022-2025:**

- Promote excellent customer care in service delivery and continuous improvement
- Promote strong tenant engagement at all levels - putting customers at the heart of the decision-making process
- Further develop community connectivity and partnerships to help maximise the health and wellbeing of customers
- Innovate ways of promoting the safety, health and wellbeing of customers



### **Customer Service**

**Aim:** To ensure that customers receive the highest possible level of service to meet their needs

#### **Priorities for 2022-2025:**

- Provide an excellent housing management service
- Develop the use of digital technologies to improve the effectiveness, accessibility and efficiency of the housing management service
- Ensure the planning and delivery of an effective planned maintenance, servicing and replacement service
- Ensure the delivery of an effective responsive repairs service
- Promote environmental sustainability and energy efficiency
- Promote the association's adaptation service to support customers to remain in their homes
- Maximise income streams so services can be delivered



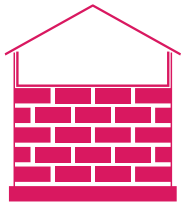


## ***Building for the Future***

**Aim:** To develop new housing for those in need and maintain the high quality of our existing stock.

### **Priorities for 2022-2025:**

- Implement and regularly review our development strategy
- Identify opportunities for growth and development
- Ensure new homes are future-proofed and energy-efficient
- Consider innovative housing models
- Develop strong partnerships with others to respond effectively to changing societal and housing needs
- Promote the future-proofing of existing homes to meet the changing needs of the customers



## ***Communication***

**Aim:** To effectively promote NB Housing and communicate with all stakeholders

### **Priorities for 2022-2025:**

- Effectively promote NB Housing
- Ensure NB Housing has an appropriate brand which is effectively promoted and protected
- Ensure effective communications with all customers
- Make effective use of the website and social media
- Promote and protect the reputation of NB Housing
- Ensure effective internal communications
- Influence public policy by contributing to and supporting the work of relevant umbrella bodies (e.g. CIH, NIFHA)





## ***Finance***

**Aim:** Ensure NB Housing has the financial resources it needs to achieve its aims and priorities and these are effectively and efficiently managed

### **Priorities for 2022-2025:**

- Secure the finance to achieve NB Housing objectives
- Ensure financial viability and sustainability
- Ensure the finances are effectively and efficiently managed, accounted for and reported on
- Consider the development of one or more self-sustaining profit-generating social enterprises



## ***Our People***

**Aim:** Ensure that NB Housing has the staff it needs to achieve its aims and priorities and they are effectively managed and supported to learn and develop

### **Priorities for 2022-2025:**

- Ensure NB Housing has the right staff, with the right skills in the right roles
- Ensure NB Housing has the appropriate terms and conditions of employment to attract and retain staff
- Ensure an effective induction of new staff
- Ensure staff are effectively managed and appraised
- Support the learning and development of staff
- Agree working arrangements to meet the needs of NB Housing and the staff
- Ensure effective teamwork
- Consider apprenticeships and placements







## ***Premises, physical and digital resources***

**Aim:** Ensure NB Housing has the premises and other physical resources it needs to achieve its aims and priorities and these are effectively and efficiently managed

### **Priorities for 2022-2025:**

- Ensure NB Housing has appropriate office premises which are accessible and flexible to meet the needs of staff and customers
- Ensure office premises and facilities are effectively and efficiently managed
- Ensure NB Housing staff have the appropriate physical resources to do their jobs effectively and efficiently and these are effectively maintained
- Develop the effective use of digital technologies to improve the effectiveness and efficiency of business processes
- Ensure NB Housing ICT equipment and software is effectively maintained and updated and expert trouble-shooting support is available when required



## ***Governance***

**Aim:** Ensure that the governance of NB Housing complies with the requirements of the law, relevant regulators, and best practice

### **Priorities for 2022-2025:**

- Ensure the board has the skills and experience to govern effectively
- Develop and regularly review a succession plan for trustees and office-bearers
- Regularly review the governance of NB Housing and develop and regularly review a governance improvement plan
- Ensure there are current strategic and operational plans which are regularly monitored
- Manage, appraise and support the CEO
- Be a good employer
- Ensure good practice in health and safety
- Ensure good practice in safeguarding and data protection
- Effectively manage risk

