# Community Investment Strategy
2026-2029

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# Foreword

## by Liam Hannaway Chairperson, and Sheena McCallion Chief Executive

**We are pleased to introduce Apex's Community Investment Strategy 2026-2029, which sets out our ambition to make a meaningful and lasting difference to people's lives.**

Developed in partnership with tenants, residents, community groups and employees, this strategy builds on our core purpose as a social landlord while recognising that our role extends far beyond the provision of high-quality homes. It reflects our strong commitment to social responsibility - ensuring that our decisions, investments and partnerships contribute positively to the wellbeing of individuals, families and wider society.

Across Northern Ireland, Apex works in the heart of diverse communities, many of which continue to face deep-rooted challenges linked to health, education and financial security. Recent trends have reinforced the pressures households are experiencing, underscoring the need for a focused approach that strengthens resilience, supports wellbeing and widens access to opportunity.

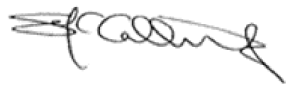
This strategy provides a clear framework for action, and is guided by three key pillars:

- **health and wellbeing**
- **financial wellbeing**
- **work and learning**

We are committed to collaborating with partners, leveraging our influence, and securing investment to deliver services that promote positive change and generate wider community benefit.

At its core, this strategy is about empowerment. We are committed to working alongside tenants, not doing things to or for them. We want to create the conditions in which people can lead change, build confidence and shape the future of their own communities. By investing in people, place and local capacity, we aim to deepen our impact and ensure the communities we serve continue to thrive as places where people are proud to live, work and belong.

**Liam Hannaway**
Chairperson



**Sheena McCallion**
Chief Executive

# About Apex

**We provide and maintain more than 7,000 high-quality homes and provide support to more than 18,000 tenants and residents across Northern Ireland.**

As a not-for-profit housing association, we work to social enterprise principles and employ more than 650 staff. Over the next three years, the number of Apex homes is expected to grow to around 8,500.

### We provide:

- *General needs housing for families and single people*
- *Purpose-built accommodation for older people and families with complex needs*
- *Supported housing for people with mental ill health, learning disabilities, or alcohol/drug addictions; young people in need of support; and older people*
- *Housing support for vulnerable groups under the Supporting People programme*
- *Support services for tenants and the wider community through our community investment programme*
- *Community buildings managed by local community groups*

### We work with others

Apex works with Newington Housing Association, using our joint resources for mutual benefit. We also provide services on behalf of Apex Housing Association (Ireland).

### High-quality homes

more than **7,000**
high-quality homes provided and maintained by Apex

### Tenants and residents

over **18,000**
tenants and residents live in Apex accommodation

### Apex staff

more than **650**
staff are employed by Apex

# Our community investment achievements during 2023-2026

### Environmental project

more than **100**
allotment users supported by an on-site horticulturalist at Ballymagowan Urban Park

### Shared housing

almost **£1m**
invested in initiatives to build good relations

### Financial wellbeing

more than **1,500**
tenants helped through Apex's Welfare Advice Service

### Tenancy sustainment

over **500**
people supported through mental health and wellbeing service

### Shared neighbourhoods

more than **400**
events delivered for 'Housing for All' communities

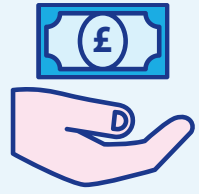
### Additional benefits

more than **£750,000**
of additional benefits accessed for tenants through Apex's Welfare Advice Service

### Meals for older people

more than **100**
meals per week provided for older people through Abbey House Luncheon Club

### Charity fundraising



**£30,000**
raised for Children in Crossfire to support projects in Tanzania

# Vision, mission and values

Our vision, mission and values continue to underpin everything we do as an organisation, both collectively and individually.

## Vision

For every person to enjoy great quality homes and support in vibrant and caring communities.

**CORE Values**

**Care**
We want to make a positive difference to people's lives.

**Ownership**
We are all responsible for ensuring we deliver our mission.

**Excellence**
We lead the way, aim to get it right and continuously improve.

**Respect**
It's how we treat everyone! We are better together.

## Mission

To lead the way in building sustainable communities through the delivery of quality, affordable homes including tailored support and care services.

# Strategic theme 1:
# Empower people to thrive

**Apex will support individuals to build confidence, resilience and the skills needed to shape their own futures.**

**Our objectives:**

*1.1 Strengthen the ability of tenants to make informed choices by improving access to advice, information and early intervention support.*

*1.2 Increase opportunities for personal development by supporting tenants to build confidence, skills, motivation and leadership capacity.*

*1.3 Improve financial wellbeing by expanding financial inclusion initiatives and income maximisation support.*

# Strategic theme 2:
# Build resilient, connected and inclusive communities

**Apex will work alongside tenants to create places where people feel safe, connected and proud to live.**

**Our objectives:**

*2.1 Strengthen community voice by embedding co-design and co-production in local decision making.*

*2.2 Support tenant-led and community-led initiatives that reflect local priorities and aspirations.*

*2.3 Promote inclusion, diversity and good relations, particularly within shared housing and mixed tenure developments.*

*2.4 Enhance environmental sustainability by supporting biodiversity, climate resilience and community-led environmental action.*

*2.5 Build community resilience by supporting networks, peer support groups and local leadership development.*

# Strategic theme 3:
# Grow community wealth and local opportunity

**Apex will contribute to local economic wellbeing by supporting local enterprise, skills development and fair economic participation.**

**Our objectives:**

*3.1 Strengthen local economies by supporting charities, social enterprises, SMEs and tenant-led enterprises.*

*3.2 Increase access to training and apprenticeships through partnerships with colleges and skills agencies.*

*3.3 Maximise social value through procurement, development and service contracts, ensuring benefits flow directly to tenants and local communities.*

# Strategic theme 4:
# Collaborate for greater impact

**Apex will build strong partnerships that amplify community strengths and deliver long-term, place-based change.**

**Our objectives:**

*4.1 Strengthen collaboration with statutory bodies, funders, community organisations and anchor institutions to deliver shared outcomes.*

*4.2 Build the capacity of community partners and tenant groups to lead and sustain local initiatives.*

*4.3 Improve data sharing, insight and evaluation across partners to better understand community needs and measure impact.*

*4.4 Champion community-led innovation by supporting pilot projects, new models of service delivery and creative approaches to local challenges.*

# Delivering the strategy

**This strategy is part of a wider suite of strategies for 2026-2029 including:**

- 'Where people thrive' Corporate Strategy
- Tenant & Resident Engagement Strategy
- Sustainability Strategy

## Monitoring and review

We will continuously and periodically evaluate the success and impact of this strategy.

**Quarterly Progress Report**
Progress on delivering the Community Investment Strategy is reported quarterly to the Tenant Services Committee which is attended by senior managers, Board members and Connected Tenants.

**Annual progress**
Progress is also reported annually to the Board and through the Apex Annual Report.

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Find out more about our sustainability vision, see Apex Sustainability Strategy 2026-2029.