woven

Annual Report 2025 - 2026

homes lives
and communities
woven as one

Welcome to Woven's Annual Report 2025 - 2026

We are one of the region's leading housing associations working across Northern Ireland. Woven is not only our name, but also how we operate; developing housing and bringing people together to create thriving communities. We are passionate about what we do, the difference we make within the communities in which we work, and the potential impact we can make on society.

In this report you'll find key outcomes from our operations across Northern Ireland in the period 2025-2026: the money we have invested in new properties and existing stock, the tenant services we have provided, the community involvement programmes we have supported and the measures we have put in place to make Woven an employer of choice for the region.

We thank our colleagues in the Department for Communities and NI Housing Executive, with whom we work in partnership to deliver our homes and services.

Our Vision is...

homes lives and communities woven as one



Introduction from the Chair and Chief Executive

Celebrating a Year of Achievement: Woven Housing Association 2025–2026

As we reflect on 2025–2026, there is much to celebrate at Woven Housing Association. In a year marked by economic challenges and growing demand for housing services, we remained focused on our purpose: providing quality homes and supporting thriving communities across Northern Ireland.

Continued overleaf

woven as one

Our Mission is to...

... provide affordable, accessible homes and bring people together to create thriving communities.

Thanks to the dedication of our voluntary Board, staff and partners, we delivered strong performance across the organisation while continuing to invest in the future. High levels of customer satisfaction, excellent operational performance and a commitment to listening to tenant feedback ensured that residents remained at the heart of everything we do.

We continued to invest in our homes and communities, making the fourth-largest contribution to new affordable housing in Northern Ireland. A strong financial position has enabled us to maintain this investment in homes, services and future growth. Through careful financial management, Woven remains well placed to meet challenges while delivering value for tenants and stakeholders.

Our planned maintenance and energy efficiency programmes helped improve homes, reduce costs for tenants and support environmental sustainability. At the same time, our development programme continued to provide much-needed homes and contribute to Programme for Government housing targets.

Beyond our operational achievements, we strengthened governance, enhanced organisational resilience and invested in our people. The professionalism and commitment of our staff continue to be one of Woven's greatest strengths.

As we celebrate these achievements and prepare to mark our **50th anniversary**, we do so with pride in what has been accomplished and confidence in the future.

Together, we are building homes, strengthening communities and making a lasting difference across Northern Ireland.

David Little | CHAIR Alan McKeown | CHIEF EXECUTIVE


LIVING
WAGE
EMPLOYER



Woven as One

Our purpose is to provide safe, quality, affordable homes and help to create and support thriving communities. Every improvement made represents an investment in people, communities and long term wellbeing. Homes, lives and Communities; Woven as one.

To support our Vision, we operate within a holistic ESG (Environmental, Social and Governance) framework; a sustainable approach, managing resources and respecting the environment; prioritising people - our tenants, communities and staff members; and having fair, transparent leadership with accountability.

What ESG in action means...

- In our development, maintenance and housing information, increasingly focusing on energy efficiency, fuel poverty and the drive towards Net Zero.
- Creating safe, sustainable communities and successful tenancies - investing in people and communities through practical support, community involvement, funding and working in partnership.
- Forensic review of structure, governance, compliance and procurement.



Department for Communities
www.communities-ni.gov.uk

Regulatory Judgement RATING: 1



INVESTORS IN PEOPLE
We invest in people Gold

Investors in People GOLD



Certified Carbon Literate

Carbon Literacy trained staff 100%

environmental social and governance

environmental social and governance



100% Electricity from Green Renewable Tariffs



100% Compliance Gas Servicing



100% Decent Homes Standard



Environmental Investment at 97 properties



All-Ireland Pollinator Plan Partner



98.7% Homes occupied



Net Zero Statement of Intent



Annual Scope 1-3 Emissions Benchmarking



4 Housing for All Schemes, +3 in development



Environmental Steering Group



£4k+ Investment in Greenspace Assets



660 Home Visits from Housing Team



67% EPC Home Rating C and above



Pilot Low Carbon energy Comparison



104 Tenants involved in Tenant Engagement

NIFHA Model Rules

NIFHA Code of Governance

NATFed Code of Conduct

Real Living Wage Employer

DfC Regulatory Authority

103 Staff Members 62% Female

£52,816 invested in Employee Training

82% Employee Engagement (Staff Pulse Survey)

87% Employee Satisfaction (Staff Pulse Survey)

4.5 average No. Sick Days per Colleague

Board Members Average age 55 30% Female

Board Attendance: 7 meetings held 2025-2026

- Michelle Alcorn
- Laura Allen
- Gordon Davidson
- Nuala Loughran
- David Little
- Paul Livingstone
- Gerry McCabe
- David McCavery
- Neil McIvor
- Eoin McQuillan
- Chris Milligan



homes



£45 million
spent on new and existing homes

£71 million
committed to new and existing homes

129 completed homes **547** homes on site



229 Lettings

119 New Lets **110** Relets



2,840
properties across NI

2,530 self-contained homes (including 35 sheltered and 68 supported) and 172 non self-contained supported.



£116.88
Average rent

£123.57 (rent + service charge excl. rates)
1 bed - £110.01, 2 bed - £119.31
3 bed - £131.83, 4 bed - £139.17
5 bed - £140.04, 5+ bed - £229.53
£18,289,020 rent, rates, service charges collected
£210,953 Void loss (1.1% of total income receivable)



88%
of repairs completed on time

8,016 repair requests received.

- **93.22%** Emergency Repairs
  24 hours, target 85%
- **87.17%** Urgent Repairs
  4 working days, target 80%
- **82.24%** Routine Repairs
  20 working days, target 80%

lives

Our restructured and renamed Homes, Communities and Customer Team reflects Woven's commitment delivering an excellent customer experience by placing customers at the heart of everything we do.

We are undertaking a full programme of service improvements designed to make it easier for customers to access services and information. We have introduced changes to the way we answer calls, how we manage anti-social behaviour (ASB) and complaints, with a focus on providing greater clarity, improving response times and getting things right first time. Crucially these improvements are being developed in partnership with our customers, ensuring that the voice of our tenants continues to influence how we design and deliver our key services.

We are fully committed to expanding opportunities for direct customer involvement in our decision-making to help improve the lives of our tenants.



98% overall satisfaction
From 4 Week Survey

84% satisfaction
Quality of Advice and Support

68% overall tenant satisfaction across all services



501 tenants availing of Money / Welfare Advice

£457,103 additional income for customers using the Welfare Advice Service

Individual, one-on-one support and initiatives including pre-tenancy workshops, home starter packs, debt/ benefits advice and over 65s support.

52 compliments received

54 complaints received

42 upheld (**78%**) 5 partially upheld (**9%**) 7 not upheld (**13%**)

95% complaints responded to within response time

100% of 203 ASB* cases resolved

39 Strong tenancy enforcement actions taken

27 tenancy fraud cases investigated

13 properties recovered

*Anti-social Behaviour


woven
Homes, lives &
communities;
Woven, as one



communities



135
Community events



1,859
Participants involved in events



£233,169
invested in Woven communities

Housing for All - £195,563.33
Community Involvement £30,730.96
The National Lottery - £5,695.51
NI Community Relations Council - £1,180

Creating safe and sustainable neighbourhoods remains central to our work and we continue to invest in the people and communities we serve by providing practical support, securing external funding and working in partnership to improve health, wellbeing and community cohesion across Northern Ireland.

Our commitment to supporting communities was recognised nationally through awards for tenant engagement and communication, recognising our tenant-led newsletter, social media activity and tenant mystery shopping programme.

Working alongside customers, community organisations and partner agencies, we continued to deliver initiatives that promote inclusion, strengthen neighbourhoods and improve quality of life for people in the communities we serve.

Northern Ireland Executive www.northernireland.gov.uk
T:buc Changing for the better, together
Housing for all
Housing Executive
COMMUNITY FUND
COMMUNITY RELATIONS COUNCIL Equality Diversity | Interdependence

Culture of Kindness

We are committed to making Woven an employer of choice, fostering a Culture of Kindness across our Staff Team through:

- Encouraging an entrepreneurial mindset to drive innovation
- Creating a culture where we all feel respected, supported and valued.
- Prioritising our people and their wellbeing by creating a safe and nurturing environment to work in.
- Providing strong leadership, good communication, and sharing information that supports effective decision making by encouraging feedback.
- Focusing on a culture where everyone feels connected and takes personal responsibility for achieving better outcomes.

We are a **Investors in People Gold** organisation and member of the **Living Wage** network. We have many innovative employee groups including **Colleague & Culture Group; Equality, Diversity & Inclusion Forum; Hot & Bothered Menopause Café; Man Up Men's Health; the Health & Safety Forum** with **Annual Health Checks** and **8** trained **Mental Health First Aiders**.

We have a range of celebratory activities and staff recognition initiatives including **Christmas Lunch, Staff Away Day** and **paid Volunteering days**.

Our employees help to raise thousands of pounds for our charities:


woven
new Woven developme
two bedroom self contained apart
22 x CAT 1 apartments for over
3 x wheelchair user apartments.
Communities
Northern Ireland Executive

Financials Statements for the year ended 31 March 2026

Statement of Comprehensive Income

	2026 £	2025 £
Turnover	22,364,866	20,594,736
Operating costs	(18,175,106)	(16,587,454)
Operating surplus	4,189,760	4,007,282
Gain on property disposals	-	(34,485)
Transfer to disposal proceeds fund	-	
Interest and financing income/(costs)	(2,973,933)	(3,520,245)
Other finance charges	20,000	16,000
Surplus before tax	1,235,827	468,552
Taxation	-	-
Surplus after tax	1,235,827	468,552
Other comprehensive income		
Actuarial gain/ (loss) in respect of pension scheme	(244,000)	(24,000)
Total comprehensive income for the year	991,827	444,552

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Association. It is also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention of fraud and other irregularities. **Risk Management & Assurance Strategic Framework & Risk Appetite approved Feb 2026**

Value for Money (VFM)

Woven is in receipt of public funding and operates within a regulatory framework. We aim to achieve and demonstrate good practice in our approach to VFM, comparable with the best in the sector, while contributing to sector-wide expectations. Our VFM Statement is published in full on our website.

Statement of Financial Position

	2026 £	2025 £
Fixed assets		
Housing properties	**282,993,160**	246,017,030
Office premises	**6,588,190**	6,699,250
Other tangible fixed assets	**167,492**	244,516
	289,748,842	252,960,796
Current assets		
Trade and other debtors	**25,875,608**	7,467,124
Cash and cash equivalents	**2,994,255**	5,660,450
	28,869,863	13,127,574
Less: Creditors: amounts falling due within one year	**(27,880,939)**	(27,763,269)
Net current liabilities	**988,924**	(14,635,695)
Total assets less current liabilities	**290,737,766**	238,325,101
Creditors: amounts falling due after more than one year	**(257,774,224)**	(206,353,386)
Pension fund asset/(liability)	**-**	-
Total net assets	**32,963,542**	31,971,715
Reserves		
Share capital	**10**	11
Revenue reserves	**32,963,444**	31,971,617
Capital reserves	**88**	87
Restricted reserves	**-**	-
Total reserves	**32,963,542**	31,971,715

Financial statements approved by the Board of Management and authorised for issue Aug 2025

Woven was registered in August 1976 under the Industrial and Provident Societies Act (NI), and as the 17th Housing Association in Northern Ireland in May 1977, under the Housing Order 1976, subsequently registered with the Charity Commission for Northern Ireland in September 2015.

Internal Auditors: **Wylie Bisset (WBG) Audit Limited**, 168 Bath Street, Glasgow, G2 4TP

Registered External Auditors: **Ross Boyd Chartered Accountants**, Linenhall Exchange, 26 Linenhall Street, Belfast, BT2 8BG

Principal Bankers: **Ulster Bank Limited**, 11-16 Donegall Square East, Belfast, BT1 5UB

Principal Solicitors: **Edwards Solicitors**, 3rd Floor, Sessia House, 61-67 Donegall Street Belfast BT1 2QH

Registered office: **Laganwood House** (address below)

Laganwood House
44 Newforge Lane
Belfast BT9 5NW

028 9042 7211

info@woven.org.uk

woven.org.uk

Exchange House
2nd floor, Queens Quay
L/Derry BT48 7AS

028 7136 0015

Woven's office hours are:
08:45 to 16:45 Monday to Thursday
08:45 to 16:30 on Fridays

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INVESTORS IN PEOPLE®
We invest in people Gold

BUSINESS IN THE COMMUNITY
The Responsible Business Network
Northern Ireland